# National Leadership Conference on Transit Security

Philadelphia, Pennsylvania
March 1995

# *Report & Recommendations*

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Office of Safety and Security
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16. Abstract

As a result of the concern of the Federal Transit Administration (FTA) and security chiefs of public transit systems throughout the country on the effect of transit system security on ridership, the Southeastern Pennsylvania Transportation Authority (SEPTA), under an FTA grant, held the National Leadership Conference on Transit Security in Philadelphia, March 15-17, 1995. The purpose was to identify for discussion police and security needs and issues, as well as the role of general managers in security. The conference included a representative cross section of transit agencies.

Workshop participants were pairs consisting of transit administrators and transit police or security chiefs and representatives of the American Public Transit Association, the Secretary of Transportation Office of Intelligence and Security, the Volpe National Transportation Systems Center, and the FTA. Attendees were divided into four teams which considered (1) what management systems can be installed to facilitate enhanced transit security, (2) what role can the ridership play in enhancing transit system security, (3) how can facilities and vehicles be improved to enhance security, and (4) how can employees be involved in enhancing security in transit systems.

While each team approached security from a different perspective, common themes emerged. The elements of these are included in this report as unified recommendations for enhancing transit security.

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# EXECUTIVE SUMMARY

## BACKGROUND

The Federal Transit Administration and security chiefs from public transit systems throughout the country are concerned about the effect transit system security has on ridership. Specifically, if security is enhanced and users feel safe using the system, then ridership will expand. Results of ridership increases include revenue increases for the transit system as well as benefits derived from taking automobiles off the roads. As a response to this concern this National Leadership Conference on Transit Security was held, which was funded by the Federal Transit Administration (FTA) and hosted by the Southeastern Pennsylvania Transportation Authority.

Workshop participants explored topics on four major aspects related to security: the employees, the management systems, the facilities and vehicles, and the ridership. Several significant themes cut across the four small focus group problem-solving sessions.

A major workshop theme was that transit security was everyone's job. All employees of a system can be the eyes, ears and assistants to the transit police or security force. A clear vision and mission of transit security for the employees has to be defined and implemented so that the employees buy into the concept and take an active role.

The community itself offers opportunities to assist with transit security, but the transit system must make an effort to communicate and establish a partnership with the community to achieve success. Developing relationships with community organizations and other law enforcement agencies will bond the groups together to discourage crime. Distributing periodic newsletters that inform the community about happenings in the system, its safety record or proposed improvements paints a positive image. Publication of the rules of conduct and strict enforcement of such will emphasize that the transit systems are serious about security.

The judiciary and prosecutors are other key players in the goal of improving transit security. Most transit crime is "minor" compared with murders, rapes, and assaults which occur in the community at large including the transit system. However, these minor crimes, coupled with the captured audience nature of transit, give the ridership the feeling of walking into a totally unsafe area. Allowing littering, graffiti, pick-pocketing, rowdiness, loitering, etc. to occur communicates a non-caring attitude by transit management and leads to perceived lack of personal security in the system. In addition, judges and prosecutors must be made aware that not prosecuting offenders of these minor crimes perpetuates and exacerbated the situation and drives the ridership, causing a vicious downward spiral.

Media coverage of transit system operations plays a significant role in the public's perception of crime in the transit system. If only the negative aspects of the transit system are reported, a negative picture remains with the public. Particularly, the media must understand that references to the system made in

conjunction with a story not relating to the system get intermingled in the message thus presenting a unwarranted negative message to the public. Therefore, it is necessary to obtain more positive reporting of the events taking place within the system. To this end, transit systems need to take a proactive, day-to-day, outreaching approach to the media. They must establish liaisons with the media, maintain regular contact, and develop working relationships with the reporters so that fair reporting with respect to the transit system will occur.

Formal security programs should be set up to guide the employees and police or security forces. This program should be supported by a written plan which encourages proactive means and methods for achieving the goal. Included in this plan should be a crisis response plan. To assist transit properties in the formulation of such a plan, the American Public Transit Association (APTA) needs to be encouraged to update its transit system security guidelines manual.

In addition to the people aspects of security, there is a need to provide facilities and vehicles that enhance security. Capital acquisitions should be designed with security in mind. Providing sufficient lighting, avoiding hiding places and constructing a bright atmosphere, creates a positive image to the ridership as well as assists employees in monitoring the system. New technology allows for improved communication and response to incidents. Remodeling existing facilities to remove barriers to secure a space show concern by the transit system management and produce tangible results.

## RESULTS

Although each team approached security from a different perspective, common themes emerged. The elements of these are combined here as unified recommendations for enhancing transit security.

Security is Everyone's Business

First and foremost was the belief that transit security was every transit employee's job and not solely that of the system's police or security force. Each employee serves as the eyes and ears of the police or security force and, in some instances, can assist with enforcement of the rules within the system. By working as a team with the police/security force, the welfare of the employees, the ridership and the public is enhanced.

To achieve the goal of making security everybody's business, the concept must be conveyed to and embraced by the employees. Management must develop a security mission statement that establishes, maintains and communicates organizational commitment to system security. A partnership between labor and management and between one job category and another must develop. Job descriptions must include the employee's role in security. Finally, as always, budget parameters, budget constraints, and sources of funding, must be outlined.

Along with responsibility, management must provide transit employees with security and customer relations training so that they can carry out their roles effectively. Routine lines of communication on security with the unions will facilitate this mission. Providing the employees with the appropriate

training and motivation empowers them to deal with issues and sends a message to the ridership that the system is in control.

To encourage employee participation, feedback and recognition of appropriate and exemplary behavior is necessary. To this end, it may be advantageous to institute an internal incentive program for employees reporting instances both on-board transit vehicles and elsewhere in the system. Incentives could include recognition in internal and external publications, or monetary or other compensation, such as time off. Making the employee feel part of the team produces ownership of the problem and will encourage future participation.

Communicate

The community itself represents another significant resource for enhancing transit security. There is a need to establish working relationships with community organizations and local police departments. An outreach program should be instituted to inform these organizations of the role they can play. Bus operators should get to know the people on their route and be mindful of their concerns. They should establish relationships with the neighborhood police officers and report transgressions they see along their route to assist the local police. Attending community meetings allows the operator to know the community and the community to know the operator, establishing a rapport in which each will assist the other as necessary. Outreaching to children is especially important since they influence greatly how the public perceives the transit system. Rowdy teenagers on public conveyances discourages usage.

Communication with the public through newsletters, printed material, media coverage and transit station events presents a picture that the transit system is an integral part of the community and that it cares about its ridership. Bulletin boards publicizing the positive contributions of the transit system and its employees, along with the rules for proper behavior inside the system are proactive means of spreading the word about the system's concern for its patrons.

The public should be encouraged to comment to the transit system management about their concerns and to report crimes. It may be possible to establish a reward system for those participating actively in this regard. Recognition will definitely encourage more ridership activity in providing security and creates ownership of the problem. In any case, a mechanism to provide feedback to complainants should be instituted.

Employing the community to participate in transit activities is another means of eliciting support. A program such as "adopt a station, a bus or a subway car," similar to the highway department's "adopt a highway" program provides the community or an organization within the community a sense of responsibility. Naming stations, systems or bus stops after community leaders or heroes helps to capture the culture of the community and encourages people to take ownership which again leads to caring for the facility.

The media represent a prime opportunity for promoting the security of a transit system. How it presents news about the system determines the public's perception. Positively-slanted stories support the security efforts whereas even casual references to the system in relation to another negative story

could shine an adverse light on the public's perception of the transit system. Therefore, it is important to establish relationships with the media. These relationships should include both the public relations department and the police/security department and continuously sustained. Educate editorial boards on the effect news stories have on transit ridership. Get to know the "beat reporters" so when a problem arises they are familiar with all of the things the system is doing to enhance security. Keep the media informed about security activities. Encourage them to take a fair, unbiased, balanced and non-sensational approach to reporting transit incidents and crimes.

Implementation of a plan to develop a partnership with the media could include the following steps:

- establish a budget and a plan,
- train senior police staff in media relations,
- encourage the General Manager to hold regular meeting with the press, and
- assign a security force representative to act as liaison.

Enforce the Rules

Politicians, prosecutors and the judiciary have a major impact on the public's view of the transit system. Enacting and enforcing laws directed at transit system security issues directly result in a more secure system and the public perception that it is more secure. For the most part, transit crime is "soft" crime including littering, loitering, graffiti, pickpocketing, theft, etc. While this nuisance crime is not very serious compared to murder, rape, armed robbery, and the like, if allowed to continue with regularity, without apprehension, prosecution and punishment, it will lead the ridership to feel unsafe in the system. The public will respond by abandoning the system for their automobiles.

Thus, politicians, prosecutors and judges must be educated about the fact that enforcement of the rules within the transit system is paramount to the security of the system. Enforcement of minor infractions on a consistent basis indicates that transit system management cares about what happens within the system and takes measures to protect and secure the ridership. Increased ridership provides increase fare collections which might reduce the need for subsidies from the government. Therefore, it is to the politicians' advantage to work with the system to promote security within and build ridership. This fact must be "driven home." As a plan of implementation, schedule a meeting with politicians, prosecutors, and senior judges to bring issues to their attention in order to build a consensus. Develop a process for quantitative follow-up of cases that have been adjudicated and review statistical data to insure that established goals are being met.

Plan for Security

Planning for security is imperative in order to achieve the goal. Specific proactive security programs have to be established and written down to guide employees and the police or security force. A good plan will show commitment to the system's mission statement for security and establish long-range goals, identify deficiencies, improve response to emergencies, ensure an integrated effort, establish accountability, improve ridership/public confidence and promote community and employee involvement. Included in this plan should be a crisis response plan. To assist in plan development, APTA may wish to update its security guidelines manual for use by transit systems.

## BACKGROUND

A follow-on to a 1992 workshop on managing social problems as they effect transit systems, the National Leadership Conference on Transit Security originated from a discussion between Congressman Thomas M. Foglietta of Philadelphia and Federal Transit Administrator Gordon Linton. Recognizing the great impact security has on transit system ridership and the disparity between real crime and what is perceived as real crime by the ridership, the FTA agreed to sponsor a forum where transit systems across the country address security.

As a result, a workshop entitled, "National Leadership Conference on Transit Security," was held at the Marriott Hotel, Philadelphia, Pennsylvania, March 16 and 17, 1995 with the purpose of identifying for discussion police and security needs and issues, as well as the role of general managers in security, the Conference featured a representative cross section of transportation modes.

Workshop participants consisted of pairs of transit administrators and transit police or security force chiefs from representative transit systems across the country, representatives from the Federal Transit Administration and the Volpe National Transportation Systems Center. The workshop was designed to maximize opportunities for interaction. Attendees were divided into four teams consisting of combinations representing each of the participant groups. Each team was facilitated by a value specialist from Lewis & Zimmerman Associates, Inc.

The mission of the workshop was:

> ***To develop implementable solutions to enhance security in our transit systems including bus, heavy rail and light rail.***
>
> ***Working together, we will define the collective problems we encounter and their root causes, generate ideas to mitigate those problems, and develop the best ideas into specific implementable solutions.***
>
> ***By finding common paths to enhancing the security of our transit systems, we seek to increase ridership on our systems.***

Sponsored by the Federal Transit Administration and planned and hosted by Louis Gambaccini, General Manager and Ronald M. Sharpe, Chief of Police, Southeastern Pennsylvania Transportation Authority. Workshop team problem- solving sessions were facilitated by Mary Ann W. Lewis, Roger B Sperling, Luis M. Venegas and Howard B. Greenfield of Lewis & Zimmerman Associates, Inc.

The initial task of the group was to define the problems associated with its mission. Using a "Fishbone Diagram," each team enumerated the problems they encounter in five major areas of transit security:

- those concerning employees
- those concerning management systems

- those surrounding the ridership
- those concerned with the facilities and vehicles, and
- those concerning the external environment.

Having identified problems in each area, the most important ones were noted. Each team then took one major area and using the brainstorming technique developed problem-solving alternatives. The following questions were addressed by the teams:

**Team 1:** What **management systems** can be installed to facilitate enhanced transit security?

**Team 2:** What role can the **ridership** play in enhancing transit system security?

**Team 3:** How can **facilities and vehicles** be improved to enhance security?

**Team 4:** How can **employees** be involved in enhancing security in transit systems?

During the session each team periodically reported to the group on the ideas they were pursuing to receive feedback from the group at-large. These formal idea exchanges plus the informal conversations during the breaks and meal periods provided opportunities for the participants to exchange information about successful strategies and to confer with others about new approaches.

This report, which is based on the written notes and recommendations prepared by the teams, provides an overview and summary of the participants' discussions and recommendations. It begins with recommendations that have a common thread among the teams which, followed by summaries of the individual team recommendations and then the actual recommendations as they were generated during the workshop. At the end of the report are the "Fishbone Diagrams" developed by the teams to define the problems, and the initial creative idea listings for solving the specific problems identified. The solutions developed into team recommendations were chosen after discussions of the solutions and evaluation of the ideas based on the following criteria:

- Technically Feasible
- Measurable
- Customer Friendly
- Addresses Needs
- Cost Effective

Included in the specific recommendations are the steps required for implementing the ideas.

# RESULTS

Although each team approached security from a different perspective, common themes emerged. The elements of these are combined here as unified recommendations for enhancing transit security.

## SECURITY IS EVERYONE'S BUSINESS

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## COMMUNICATE

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operators should get to know the people on their route and be mindful of their concerns. They should establish relationships with the neighborhood police officers and report transgressions they see along their route to assist the local police. Attending community meetings allows the operator to know the community and the community to know the operator, establishing a rapport in which each will assist the other as necessary. Outreaching to children is especially important since they influence greatly how the public perceives the transit system. Rowdy teenagers on public conveyances discourages usage.

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## ENFORCE THE RULES

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## PLAN FOR SECURITY

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## TEAM RESULTS

In addition to the common threads developed by the teams, each team generated specific solutions in its area of study. A summary of each team's work is provided below followed by the specific recommendations developed during the workshop session.

### TEAM ONE: MANAGEMENT SYSTEMS

Team One was faced with the question: What management systems can be installed to facilitate enhanced transit security?

Team Members included the following:

| | | |
|---|---|---|
| RADM Paul Busick | U.S. Department of Transportation Office of Intelligence and Security | Director |
| Gwen Chisholm-Smith | Transportation Research Board | Senior Program Officer |
| Ray Frank | King County Department of Metropolitan Services, Seattle, Washington | Supervisor of Security |
| Ronald Freeland | Mass Transit Administration of Maryland | Director of Operations |
| Bernard Foster | Mass Transit Administration of Maryland | Chief of Police |
| William T. McArdle | Port Authority of Allegheny County, Pittsburgh, Pennsylvania | Chief of Police |
| Werner Ropers | New Jersey Transit | Chief of Police |
| Berle Schiller | Federal Transit Administration | Chief Counsel |
| Robert G. Schwab | PATCO | General Manager |

A sample of the findings and recommendations generated are found below, with a complete record following the text.

*Recommendations:*

The Chief of Police or Security should report to the General Manager (GM) of the transit system. If security is a paramount goal of the transit system, then the person responsible should have direct access to the GM. With this line of command, better communications are established and the GM has better

and current information upon which to act. It also assures that any effects on security are considered when management makes decisions on other aspects of the system, such as facilities or vehicle procurement.

Victims of transit crime should be regularly advised of the status of their cases in order to establish strong public relations. By following through on each victim's case, the transit system bolsters its commitment to security.

The decision of a transit system as to the most appropriate type of security force is an individual one. Based on factors such as size, location, frequency of crime, and resources, a transit system can choose between employing an independent agency, a local police force, or a dedicated security force, in its effort to provide security to riders.

As a component of the update of the APTA transit security manual, a minimum training standards manual should be developed and promoted by the Federal Transit Administration.

The Federal approach to reporting all transportation incidents to reflect the overall improvement in crime reduction and systems safety should be altered. Variations in statistical reporting exists among different modes of transportation, to the disadvantage of transit systems. These inequities should be emphasized and remedied.

## TEAM TWO: RIDERSHIP

Team Two was tasked with considering: What role can the ridership play in enhancing transit system security?

Team Two consisted of the following individuals:

| | | |
|---|---|---|
| Sherrie Anderson | U.S. Department of Transportation<br>Office of Intelligence and Security | Security Specialist |
| Don R. Harkey | Transit Management of Charlotte, Inc. | Captain |
| William T. Hathway | Volpe National Transportation Systems Center | Senior Project Engineer |
| Anthony Infante | PATH Corporation | Police Captain |
| Jerry L. King | Metropolitan Transit Authority of Harris County, Texas | General Manager |
| Paul J. Lennon | American Public Transit Association | Chief Safety Officer and Administrator |
| Juan Torres | Southeastern Pennsylvania Transportation Authority | Assistant General Manager |

| | | |
|---|---|---|
| Rick Walsh | King County Department of Metropolitan Services, Seattle, WA | Deputy Transit Director |

Team Two generated the following ideas as summarized below. A listing of actual recommendations follows the text.

*Recommendations:*

By increasing the visibly of uniformed policemen, a transit system can improve the public's perception of transit system security. Increased visibility should be emphasized at trouble spots based on customer complaints and incident reports. Patrolling officers, rather than stationary, create a greater perception of security.

Transit systems should implement a zero-tolerance rule, meaning that no infraction of any law or regulation, no matter how slight, will be acceptable. The theory is that by strictly enforcing the "soft" quality of life crimes, such as loitering, littering, defacing property etc., a transit system will experience a decline in the harsher crimes. Benefits of this include not only a more pleasant riding environment, but also result in savings associated with the proactive prevention of serious crimes through the more cost-effective enforcement of less serious offenses. Also, the traveling public can help enforce the zero-tolerance rule of antisocial behavior, thus creating a self-regulating situation as well as a sense of ownership in the transit system. Moreover, programs such as Adopt-a-Station/Bus, or frequent rider programs can be implemented to further create ownership by groups or businesses.

Similarly, improving the appearance and environment at transit facilities and aboard transit vehicles, as well as the appearance of transit employees, is a cost-effective way to improve security while discouraging undesirable behavior. Closed circuit television could be installed to both record and deter events. A public address system which allows communication with the traveling public as to delays, dangers, upcoming events, etc., would serve to keep the public informed.

## TEAM THREE: FACILITIES AND EQUIPMENT

Team Three confronted the question: How can facilities and vehicles be improved to enhance security?

Team members are as follows:

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|---|---|---|
| Robert Dart | Chicago Transit Authority | General Manager of Security/Service |
| Jason A. Fincke | Port Authority of Allegheny County Pittsburgh, PA | Director of Corporate Services |
| Ernest R. Frazier | Amtrak Police Department | Chief of Police |

| | | |
|---|---|---|
| William Hudson | Memphis Area Transit Authority | President-General Manager |
| Z. Wayne Johnson | New Jersey Transit | Assistant Executive Director |
| Ken Montague | Utah Transit Authority | Director of Finance |
| Edith M. Rodano | Federal Transit Administration | Transit Safety and Security Specialist |
| Ronald M. Sharpe | Southeastern Pennsylvania Transportation Authority | Chief of Police |
| Walter Winfrey | Memphis Police Department | Director of Police |

The following represents some of their findings. A complete listing follows the text.

*Recommendations:*

Addressing the lack of security input at the design stage of facilities and equipment, Team Three proposed creating design standards based on security input and even requiring a security sign-off on capital appropriations. Furthermore, it is important to define security-related issues as a specific category in the transit property's business plan.

Dimly lit transit facilities are perceived as being unsafe by customers. Therefore, lighting of existing and new facilities should be improved to eliminate dark areas, thereby increasing visibility. Improvement to lighting can be performed through design as well as maintenance. To further combat rider perception of danger, on-board vehicle security features, including 2-way radios, panic buttons, vehicle locator system, surveillance cameras, and ride-along programs, should be implemented.

The use of state-of-the-art equipment can be a way for transit systems to enhance services to the customer, increase security, and possibly improve operations efficiency.

In light of the shrinking operating budgets and available funds, transit systems should seek alternative and creative sources of funding. Some examples include applying for grants, developing Adopt-A-Bus programs with businesses and community, promoting use of right-of-ways and encouraging filmmaker's use of the facilities.

## TEAM FOUR: EMPLOYEES

The following professionals addressed the question: How can employees be involved in enhancing security in transit systems?:

| | | |
|---|---|---|
| Alicia Ashton | Utah Transit Authority | Director of Operations |

| | | |
|---|---|---|
| E. S. Bagley | Amtrak | Vice President Customer Services |
| Ronald A. Bollhoffer | Milwaukee County Transit System | Director of Security |
| Rebecca P. Cherry | Transit Management of Charlotte, Inc. | Assistant General Manager |
| James E. Hill | PATCO | Chief of Police |
| Thomas C. Lambert | Metropolitan Transit Authority of Harris County | Chief of Police |
| Judy Meade | Federal Transit Administration | Acting Director, Office of Safety and Security |
| Robert Meza | Chicago Transit Authority | Vice President of Safety |
| Michael A. Scott | PATH Corporation | General Superintendent |

A summary of the team's findings and recommendations is included below, with actual, detailed recommendations following the text.

*Recommendations*

Team Four focused on developing a systems security program plan. In a systems approach, all parties including transit employees, local agencies, judiciary, and patrons are accountable for safety. In the same way, transit management must make it both a philosophical and procedural practice to publicly recognize the successful security-enhancing efforts of employees and members of the community.

By defining a partnership between the transit system and the community, the agency not only enhances sensitivity to the needs of the transit system, but also instills in the employees and the community the mission that security is the responsibility of all.

Some ideas for implementing a systems security program include: developing a mission statement, including security in every job description, rewarding public and employee security efforts, and providing security training for all employees.

## TEAM ONE - MANAGEMENT SYSTEMS

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: CHIEF OF POLICE SHOULD REPORT DIRECTLY TO THE GENERAL MANAGER | ITEM NO.<br>1-1 |
|---|---|---|

**RECOMMENDATION:**

The Chief of Police should report directly to the General Manager (GM) of the transit system. With security mentioned prominently in the mission and vision statements of many transit systems, it appears prudent that the Chief of Police or Director of Security have immediate access and reports directly to the GM.

**ADVANTAGES:**

- Clear lines of communication are established
- GM has better and current information with regard to security's impact on rider enhancement programs
- Security or police placed in a higher decision-making position
- More effective and efficient means of operation and implementation
- Less chance of miscommunication
- Impact of other programs/investments on security will be assessed more routinely; i.e., security gets considered

**DISADVANTAGES:**

- Places time constraints on the GM, by having another reporting Director

**IMPLEMENTATION PLAN:**

Just do it!

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: CLEARLY DEFINE AND IMPLEMENT A MISSION STATEMENT ON SECURITY; CREATE BUY-IN BY EVERYONE | ITEM NO.<br>1-2<br>(3, 4, 5, 7, 10 & 24) |
|---|---|---|

**RECOMMENDATION:**

Security is everyone's job in a transit system.. To achieve this goal and create buy-in by the employees:

1. Develop labor/management partnership
2. Provide a feedback mechanism to employees on the security breaches they report.
3. Provide training on security responsibility and the customer relations process for all employees.
4. Create routine lines of communication on security issues with unions.
5. Place mission statements on business cards.

**ADVANTAGES:**

- Creates buy-in by all employees; gives them ownership of the problem
- Increases number of employees paying attention to reporting security incidents and problems
- Training increases awareness and provides basis for factual reporting
- Begins the process of change to the paradigm that "security is everyone's business"

**DISADVANTAGES:**

- Training has a dollar cost
- Union may perceive this to be additional work and want to bargain over other issues (What's in it for me?)
- Loss of full control by management

**IMPLEMENTATION PLAN:**

Establish a task force with labor to address the problem:

1. Establish a partnership framework (i.e., roles).
2. Assign/create a responsible management person to manage the process.
3. Assess data needs to be sure they allow for accurate tracking and feedback.
4. Schedule time to meet with union leaders to discuss security issues.
5. Establish training requirement criteria: who, when, how often, what are the limits, manuals/training materials, time, etc.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PROVIDE INFORMATIONAL FEEDBACK TO VICTIMS CONCERNING THEIR CASES | ITEM NO.<br>1-6 |
|---|---|---|

**RECOMMENDATION:**

A program should be established at two stages to coordinate investigative action and distribute results to the victim(s) of crime. The first stage should be conducted by the initial investigator in the case within 3 days of the incident, and the second stage should consist of a follow-up written within 21 days of the incident.

If the case has been turned over to plain clothes detectives, the first and second contacts by the uniformed officer should be coordinated with the plain clothes officer. The final notification should come from the Commander (Lieutenant or Captain) responsible for the mode of operation, unless in stages one or two the victim is notified that arrests have been made.

**ADVANTAGES:**

- Creates stronger public relations
- Develops stronger investigative monitoring and techniques for officers
- Creates a solid internal case management review
- Identifies investigators, uniformed and non-uniformed, who need assistance or training in the investigative field
- Solvability will increase because officers have a greater buy-in

**DISADVANTAGES:**

- Requires some time on the part of all personnel to make notification or monitor their personnel to be sure they are following the policy

**IMPLEMENTATION PLAN:**

1. Just do it! through policy development.
2. Develop a system to track data and allow feedback

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INSTITUTE INTERNAL INCENTIVE PROGRAM | ITEM NO.<br>1-8 |
|---|---|---|

**RECOMMENDATION:**

Transit systems should institute incentive programs that assist employees in reporting incidents both on-board transit conveyances and on the transit property. The incentive programs will include both internal publications and external publications (i.e., newspapers) and award monetary or other compensation to the employee. These incentives should be open to all transit employees.

**ADVANTAGES:**

- Employees become the eyes and ears of transit system
- Employees become more involved in the public image of their respective properties

**DISADVANTAGES:**

- Cost
- Time

**IMPLEMENTATION PLAN:**

1. Determine the incentive to be based on employee needs.
2. Inform the employees via internal publications.
3. Create a task force that will monitor and evaluate all incidents. The task force should consist of union representatives and a cross-section of all employees, including management.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PROVIDE EXTERNAL REWARDS FOR REPORTING CRIME | ITEM NO.<br>1-9 |
|---|---|---|

**RECOMMENDATION:**

Establish a program to reward people outside the agency for crime reporting, and create community buy-in to the importance of personal security efforts being made.

**ADVANTAGES:**

- Riding public becomes a partner in enhancing programs for personal security
- Publicizes the relative safety of the transit system
- Public at large can claim ownership of personal security issue

**DISADVANTAGES:**

- Personnel must be assigned to manage program
- Use of other resources is required
- Response to reporting requires time and resources

**IMPLEMENTATION PLAN:**

1. Define what is "crime"
2. Determine what the rewards should be, i.e. dollars? passes? other?
3. Contact all relevant media prior to announcement
4. Fix schedule for presentations: annual? ad hoc?
5. Set up report evaluation unit

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: WORK WITH AND EDUCATE PROSECUTORS AND JUDGES TO TAKE TRANSIT CRIMES MORE SERIOUSLY | ITEM NO.<br>1-11 |
|---|---|---|

**RECOMMENDATION:**

It is recommended that transit agencies and local, state and federal governments form a coalition to encourage the judicial system to treat crime on public transit as a serious issue that affects the community in major ways.

**ADVANTAGES:**

- Reduction of repeat offenders
- Deterrent to crime
- Improves quality of life and economy of service area
- Improves perception of security, promoting ridership, increasing revenue and reducing subsidy
- Encourages investment and economic development

**DISADVANTAGES:**

- Increases demand for correction facility space
- Increases workload of prosecutors
- Adds to court backlog

**IMPLEMENTATION PLAN:**

1. Form coalition of riders, transit agency employees, unions, local businesses, Chambers of Commerce, etc., to educate the judicial system regarding the advantages of treating transit crime seriously.
2. Work with local, state, and federal governments to encourage higher statutory penalties for transit crime.
3. Work with local, state, and federal governments to develop approaches to deal with repeat juvenile offenders for Class 1 crime, at least.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DECIDE ON A CASE-BY-CASE BASIS THE MOST APPROPRIATE TYPE OF SECURITY SYSTEM TO BE UTILIZED | ITEM NO.<br>1-13 |
|---|---|---|

**RECOMMENDATION:**

The determination as to whether a security force will be an independent agency, a police force, or a dedicated transit security force should be made on a case-by-case basis, and include factors such as size of system and resources available.

**ADVANTAGES:**

- Designated forces, if feasible, provide increased control and therefore, effectiveness
- It is important that someone within the transit system have a law enforcement background

**DISADVANTAGES:**

- Costs are associated with designated forces
- Sharing police forces may result in a lack of control over police

**IMPLEMENTATION PLAN:**

By networking with systems of comparable size and scope, a transit system can make the appropriate determination.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP MINIMUM TRAINING STANDARDS FOR SECURITY FORCES | ITEM NO.<br>1-16 |
|---|---|---|

**RECOMMENDATION:**

Develop minimum training standards for transit security personnel, in addition to state police training or other security training.

**ADVANTAGES:**

- Upgrades security skills
- Improves security/efficiency
- Improves public perception
- Better positioning in civil and criminal cases
- Assists prosecutors
- Reduces liability

**DISADVANTAGES:**

- Some costs in both dollars and manhours

**IMPLEMENTATION PLAN:**

1. Establish a task force (APTA, FTA) to address this issue.
2. Consider it as a component of the update of the APTA transit security manual.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: EDUCATE THE MEDIA OF THEIR EFFECT ON TRANSIT RIDERSHIP | ITEM NO.<br>1-17 |
|---|---|---|

**RECOMMENDATION:**

Encourage the print, television and radio media to take a fair, unbiased, balanced and non-sensational approach to reporting transit incidents and crimes by:

1. Educating editorial boards on the effect news stories have on transit ridership.
2. Establishing a media liaison and maintaining regular media contact.
3. Developing a close working relationship with the transit beat reporter.

**ADVANTAGES:**

- More positive reporting
- Closer relationship with the press
- Better educated press
- Opportunity to help set the agenda
- More accurate information leads to a better-informed public

**DISADVANTAGES:**

- Press may get too close to the organization
- Potential for misquotes

**IMPLEMENTATION PLAN:**

1. Assign responsibility to the Public Relations Department and monitor progress on a regular basis.
2. Encourage the General Manager/CEO to hold regular meetings with the press.
3. Develop media awareness throughout the entire transit agency.
4. The Police Chief needs to assign an individual within the security force; *cannot* allow Public Relations to own the problem.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEFINE NARROWLY THE TRANSIT SYSTEM'S ROLE IN ADDRESSING THE ISSUE OF HOMELESSNESS | ITEM NO.<br>1-19 |
|---|---|---|

**RECOMMENDATION:**

Transit systems should not be responsible for housing the homeless. Two issues were raised with respect to the role of transit systems in addressing the homeless.

First, transit systems, to the extent that they are part of a larger community, are responsible for dealing with all anti-social behavior in order to provide security and safety to the ridership. The second issue advocated using improper conduct, not the status of a person as homeless or not, as the basis for taking criminal action or for arresting that conduct.

As part of a 1992 workshop hosted by the FTA which explored societal issues that affect transit systems, the issue of homelessness was examined and the results of that workshop are available from FTA.

**ADVANTAGES:**

- By emphasizing that the function of a transit system is not that of a homeless shelter, the burden of housing homeless persons is properly shifted to other public and community organizations.

**DISADVANTAGES:**

- Possible protests by homeless activists

**IMPLEMENTATION PLAN:**

Transit systems, through their Public Relations and Security Departments, should work closely with local community and state organizations to place the burden of homelessness on more suitable institutions.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: UPGRADE TRANSIT SECURITY GUIDELINES MANUAL | ITEM NO.<br>1-25 |
|---|---|---|

**RECOMMENDATION:**

Establish a current and updated security guidelines manual; the current manual is outdated.

**ADVANTAGES:**

- Provides updated information on standards for security/police
- Provides information to CEO/General Managers
- Provides guidelines for new transit properties
- Provides standards for police/security
- Provides a resource manual

**DISADVANTAGES:**

- Guidelines may not be applicable to some transit properties
- Takes time to put together
- Cost involved

**IMPLEMENTATION PLAN:**

1. Establish a task force of police and security personnel to write the guidelines.
2. Have APTA provide funding and be the outlet for distribution.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ALTER FEDERAL APPROACH TO TRANSIT INCIDENT REPORTING | ITEM NO.<br>1-26 |
|---|---|---|

**RECOMMENDATION:**

Alter the Federal approach to reporting transit incidents to reflect the overall improvements in crime reduction and system safety. An approach to statistical reporting which makes the findings comparable among all transportation modes is necessary. Encourage paradigm shift of federal government regarding its public view of transportation safety/security.

For instance, when an airplane accident occurs, the FAA touts the overall safety record of the airline industry and produces statistics such as fatalities per passenger miles traveled and compares that to automobile travel. The safety implied by these statistics takes away the "sting" of the accident.

**ADVANTAGES:**

- Improves public perception of public transit
- Increases transit ridership
- Creates a level playing field for all modes of transportation

**DISADVANTAGES:**

- None apparent

**IMPLEMENTATION PLAN:**

1. Contact APTA to lobby the FTA and DOT to alter the way in which incidents are reported.
2. Encourage FTA along with DOT to improve the way in which accident/safety reporting is done.
3. Emphasize the inequities in statistical reporting among different modes of transportation.

## TEAM TWO - RIDERSHIP

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INCREASE VISIBILITY OF UNIFORMED POLICE OFFICERS | ITEM NO.<br>2-1 |
|---|---|---|

**RECOMMENDATION:**

Routine functions of the Transit Police/Security force should include visibility of uniformed police officers. Increased visibility should be made at trouble spots based on customer complaints and incident reports. Officers should patrol areas rather than remain in a stationary position unless an incident dictates the need to remain in a certain location.

**ADVANTAGES:**

- Perception of good security
- System is being controlled
- Availability of officers, if needed

**DISADVANTAGES:**

- None apparent

**IMPLEMENTATION PLAN:**

Include a statement concerning increased visibility of uniformed police officers in the transit agency systems plan. Make specific recommendations as to what is expected of the police.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: POLICE ENFORCEMENT OF ZERO-TOLERANCE RULE | ITEM NO.<br>2-2 |
|---|---|---|

**RECOMMENDATION:**

It is recommended that transit systems implement a zero-tolerance rule. All system rules need to be made public and posted, educating the traveling public in what is acceptable behavior and what is not. The public also has to be advised that violations will be enforced by law.

**ADVANTAGES:**

- Creates a more pleasant environment
- Creates an appearance of a more secure system

**DISADVANTAGES:**

- Cost of enforcement will be high in the beginning, but it will scale down in time

**IMPLEMENTATION PLAN:**

Set a date through a public awareness campaign informing the public of what is planned and how the change will affect them in a positive way. On the selected date, have police and employees enforce the rules with a zero-tolerance rule as the ultimate goal.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP MARKETING CAMPAIGN NEWSLETTERS AVAILABLE TO BUSES/CARS | ITEM NO.<br>2-3<br>(2-57) |
|---|---|---|

**RECOMMENDATION:**

A marketing campaign should be developed to include the availability of newsletters for buses and cars. This campaign should include public contact, distribution of printed material, media coverage, and station events (See Item No. 2-57).

**ADVANTAGES:**

- Highlights good security and accomplishments
- Interaction with the public
- Proactive measure

**DISADVANTAGES:**

- None apparent

**IMPLEMENTATION PLAN:**

The security staff should work closely with the Public Relations office to implement the marketing campaign. Implementation steps include the following:

1. Develop a budget
2. Develop a plan
3. Develop a cost plan
4. Revise, update and prioritize activities as appropriate

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>**Philadelphia, Pennsylvania**<br>**March 16 - 17, 1995** | **ITEM:** **WORK WITH COMMUNITY TO ENHANCE SECURITY** | **ITEM NO.**<br>**2-4**<br>**(2-24)** |
|---|---|---|

**RECOMMENDATION:**

Community policing is the wave of the future in the operation of most police departments. Transit systems should:

1. Establish partnership with the local police departments.

2. Establish partnership with the community to include churches, schools and community leaders. Attend community meetings to listen to their concerns. Be careful on siding with leaders; they may not be speaking for the community.

3. Bus drivers should be assigned the same route so they can get to know the police officers in the area and the community.

**ADVANTAGES:**

- More riders
- Transit agencies would be able to take advantage of community policing and partnership with police departments. Many communities have very serious crime problems that could be solved with everyone working together.

**DISADVANTAGES:**

- Less flexibility in scheduling meetings due to attendance of many more groups within the community

**IMPLEMENTATION PLAN:**

Contact local police departments to find out which communities participate in community policing. Use those offices to help set up meetings and break ground for the transit system. Attend meetings with the attitude of working with the communities, not against them. Be willing to make changes when you can.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ENCOURAGE RIDERSHIP TO BRING PROBLEMS TO THE ATTENTION OF MANAGEMENT | ITEM NO.<br>2-5 |
|---|---|---|

**RECOMMENDATION:**

The riding public needs to be made aware that transit management is concerned with their problems. Management must be available to allow the public to air their complaints, no matter how small.

**ADVANTAGES:**

- Better service to the public
- Better communications between the public and transit management

**DISADVANTAGES:**

- None apparent

**IMPLEMENTATION PLAN:**

Set up periodic meetings with the ridership where management is available to address problems that are aired. Set up an 800 number where complaints can be called in and addressed.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: WORK WITH THE MEDIA | ITEM NO.<br>2-6<br>(2-15 & 2-25) |
|---|---|---|

**RECOMMENDATION:**

Establish on-going, personal relationships with media individuals by:

1. Providing them with relevant information as a way of "recruiting" reporters and editorial staff.
2. Producing regular press releases on transit security personnel interaction with schools, community groups, and special or new security initiatives.
3. Positioning the Chief of Police as a visible public figure in local talk shows, community affairs shows, public announcements on radio and television, etc.

**ADVANTAGES:**

- Creates a positive image of transit
- Creates visibility of transit security
- Positions the transit system as partners in the community
- Is part of doing business—can be mission of Public Relations staff and therefore not cost prohibitive

**DISADVANTAGES:**

- None apparent

**IMPLEMENTATION PLAN:**

1. Police Department and Public Affairs/Relations staffs need to establish a plan and then establish an on-going relationship.
2. Assignments and coordination need to be worked out.
3. Training of senior police staff on how to deal with the media will be necessary.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PROVIDE REWARDS FOR ASSISTANCE FROM THE PUBLIC | ITEM NO.<br>2-7 |
|---|---|---|

**RECOMMENDATION:**

Establish a security award consisting of an annual system pass for monthly presentations at Board Meetings. Those items to be considered eligible would be the following actions by riders:

1. Suggestions for improving security of the system.
2. Suggestions for improving safety throughout the system.
3. Action taken to report violations to the proper authorities.

**ADVANTAGES:**

- Ridership is motivated to improve security
- Results in the perception that the system is safe

**DISADVANTAGES:**

- Time will be consumed by key staff or Board members in evaluation, media releases, and presentations
- Possible legal problem when ridership becomes involved in confronting others (taking the law into their own hands, etc.)
- Some may perceive that the system is unsafe if the agency goes to the trouble and expense to initiate this program

**IMPLEMENTATION PLAN:**

1. Determine budget requirements for implementation.
2. Establish task force to fine tune.
3. Obtain Board or top management approval.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: AWARD EMPLOYEES FOR SECURITY PERFORMANCE | ITEM NO.<br>2-8 |
|---|---|---|

**RECOMMENDATION:**

An awards program should be established to provide incentives for employees to report security problems. Awareness training should be provided.

**ADVANTAGES:**

- Employees feel that they are team members—ownership
- Additional support for the security program
- Increase employees' morale
- Reinforce desirable behavior on the part of operators

**DISADVANTAGES:**

- Could involve additional resources

**IMPLEMENTATION PLAN:**

Establish a security awards program to encourage employees to report security-related incidents. Provide minimum security awareness training during routine staff meetings.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: APTA AWARDS FOR POLICE/SECURITY ACHIEVEMENTS | ITEM NO.<br>2-9 |
|---|---|---|

**RECOMMENDATION:**

APTA should develop an awards program that recognizes various categories of outstanding achievement in the transit security and policing field. Categories would include:

1. Acts of heroism by sworn officers, non-sworn security officers, other employees, and customers.

2. Humane awards (customer sensitivity) which recognize transit police and security officers for initiatives taken by individual officers for outstanding acts or an overall lifetime record of "caring... and protection of customers and citizens while performing their duties".

3. Transit security enhancement awards to a transit system for security-oriented initiatives or enhancements.

**ADVANTAGES:**

- Recognition of a group of professionals currently not being recognized
- Brings focus to bear on security as a "stand-alone concern" or target for recognition

**DISADVANTAGES:**

- Cost would not be prohibitive
- Development of standardized universally accepted criteria would take some thought and research

**IMPLEMENTATION PLAN:**

1. Discuss with APTA Police Security Committee.
2. Initiative would formally come to the Executive Vice President of APTA as a recommendation by Chairperson of APTA Police/Security Committee, recommending implementation of same.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP A SYSTEM SECURITY PLAN | ITEM NO.<br>2-10<br>(2-60, 2-32, 2-20, 2-21, 2-22, & 2-23) |
|---|---|---|

**RECOMMENDATION:**

All transit systems should develop a System Security Program Plan (SSPP). The SSPP will provide a mechanism for implementing a proactive security program.

**ADVANTAGES:**

- All transit system employees will know their security roles
- Transit system will have a proactive program that identifies threats and vulnerabilities and provides a process for resolving (mitigating) them
- This will also show management's commitment to reduce crime and costs

**DISADVANTAGES:**

- None—can't afford *not* to do it

**IMPLEMENTATION PLAN:**

Just do it! Follow System Security Program Plan guidelines in FTA report.

Examples:

1. New facilities—high profile security from day one opening.
2. Deploy police in high crime zones—flexible on a daily basis.
3. Deploy police at fare lines at school closing and sport and entertainment events.
4. Coordinate with schools and events coordinators.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INITIATE A COMMUNITY OUTREACH PROGRAM FOR PUBLIC SAFETY PARTNERSHIP | ITEM NO.<br>2-11<br>(2-35) |
|---|---|---|

**RECOMMENDATION:**

Develop and initiate a community outreach program utilizing transit operators with the intent of forming a public safety partnership with the community and school age children.

**ADVANTAGES:**

- Develops a relationship between the transit system (especially operators) and community (especially school age children)
- Identifies the operators as human beings and community members
- Adds value to the system as a community service
- Creates a perception of the system as a friendly, safe place

**DISADVANTAGES:**

- Operating cost impact for operators

**IMPLEMENTATION PLAN:**

1. Develop an operator training program centered on program goals.
2. Identify and train operators.
3. Identify communities to target and partner groups within communities (Chambers of Commerce, business groups, schools, community councils).
4. Schedule outreach and conduct meeting.
5. Follow up on ideas generated.
6. Evaluate, adjust, and update training.
7. Continue meetings.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: IMPROVE PERCEPTION OF FACILITIES AND EQUIPMENT | ITEM NO.<br>2-12 |
|---|---|---|

**RECOMMENDATION:**

Improve public perception of a secure transit system environment through efforts to upgrade the appearance and environment at transit facilities and aboard transit vehicles.

Invest in redesign, remodeling and general clean-up of transit facilities to remove security risks, and increase the positive perception of the transit system as a secure place to be. Do a cosmetic upgrade to rolling stock, repainting, removing graffiti, and replacing seats in order to provide a feeling of control and a secure environment.

**ADVANTAGES:**

- Improves image of the system as being a secure place
- Discourages undesirable behavior associated with poor or abused environment
- Increases pride of employees in system
- Encourages riders to take ownership of system and not tolerate bad or abusive behavior

**DISADVANTAGES:**

- Can be costly if significant capital or operating changes are made

**IMPLEMENTATION PLAN:**

1. Survey customers and employees to identify least secure, most abused facilities. Identify fleets most in need of repair
2. Obtain consultant or in-house help in determining desirable designs and cosmetic improvements.
3. Estimate cost.
4. Prioritize projects.
5. Allocate funds.
6. Undertake project(s).
7. Publicize efforts.
8. Evaluate results.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: IMPROVE EMPLOYEE APPEARANCE | ITEM NO.<br>2-13 |
|---|---|---|

**RECOMMENDATION:**

Clear written guidelines should be established to include:

1. Appearance (haircuts, beards, and earrings on males and females)
2. Uniforms (hats, shoes, and type of uniform—summer/winter)

**ADVANTAGES:**

- Indicates concern by transit system employees to public
- Projects a positive image

**DISADVANTAGES:**

- May be resisted by unions

**IMPLEMENTATION PLAN:**

The professionalism of a transit system is evaluated based on the appearance of its operators and equipment. A central location for uniforms should be established. An inspection program should be in place to inspect operators and other employees daily.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ELIMINATE GRAFFITI | ITEM NO.<br>2-16 |
|---|---|---|

**RECOMMENDATION:**

Create a graffiti-free system. When there is graffiti throughout the system, it gives the appearance that the system is not safe.

**ADVANTAGES:**

- Gives a more secure feeling
- Gives a clean appearance

**DISADVANTAGES:**

- Cost of removal

**IMPLEMENTATION PLAN:**

Establish a mechanism for the public to report when they see graffiti being placed on the system. Set up a two-phase plan with the first phase being a reporting mechanism (handling the enforcement end), and the second phase being the removal of the reported act, a response team for facilities and rolling stock.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: WORK WITH POLITICIANS TO DEVELOP LAW ORDINANCES AND PUBLIC SERVICE GRAFFITI CLEAN-UP | ITEM NO.<br>2-17<br>(2-39) |
|---|---|---|

**RECOMMENDATION:**

Work with the politicians to develop ordinances against placing graffiti on transit system property.

**ADVANTAGES:**

- Centralizes control point
- One person gets to deal with key players
- Develops good relationship
- Job opportunity for current employee

**DISADVANTAGES:**

- Additional manpower is needed in the form of new position or added responsibility

**IMPLEMENTATION PLAN:**

A dedicated person is needed to handle this area of responsibility. Review resources and determine staff availability for this assignment. Change an existing job description or develop a new one.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>**Philadelphia, Pennsylvania**<br>**March 16 - 17, 1995** | **ITEM:** **PROVIDE CUSTOMER EDUCATION** | **ITEM NO.**<br>**2-18**<br>**(2-31, 2-36, 2-40 & 2-49)** |
|---|---|---|

**RECOMMENDATION:**

Publish an agency newsletter to be handed out on a monthly basis to boarding passengers. The one-sheet newsletter stresses success, future improvements and (finally, at the bottom of the page) outlines the rules.

Post newsletters on bulletin boards permanently displayed at stations, park and rides, transit centers, and at points where passengers are waiting. Again, positives are stressed and rules are a minor point of the display.

**ADVANTAGES:**

- Public (ridership) clearly understands the rules
- Ridership shares the optimism of the agency that service is getting better
- Happy customers will tell others (word of mouth)

**DISADVANTAGES:**

- If rules are widely emphasized, agency may not be able to enforce them
- Future improvements are forecast, but they may not be delivered on schedule

**IMPLEMENTATION PLAN:**

1. Determine costs of the plan, considering dollars that can be saved from other marketing efforts.
2. Prepare budget with top management approval and proceed to implement in selected areas.
3. Finally, expand the program as successes indicate and funding permits.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: RE-EDUCATE TRANSIT EMPLOYEES ON CUSTOMER SERVICE IMPORTANCE AND THE TRANSIT SECURITY MISSION | ITEM NO.<br>2-19<br>(2-48) |
|---|---|---|

**RECOMMENDATION:**

Re-educate transit employees (all categories) with regard to how their specific jobs include a security role. Of similar/related critical importance is the re-education of transit operators, cashiers, and all supervisory personnel who come into daily contact with customers, of their importance in dealing with customers and the methodologies for becoming excellent point-of-sales contact "salespersons" with customers and would-be customers. Inclusive in the training would be an education of employees in the roles of other employees, including the transit police and/or security forces, and of how the "salespersons" (operators, etc.) have a security mission in support of the police.

**ADVANTAGES:**

- Enhances customer satisfaction
- Enhances teamwork among employees through understanding of their roles in the "big picture"
- Provides an enhanced sense of contribution to their jobs, hence enhances job satisfaction
- Enhances customer sensitivity by employees
- Enhances customer "buy-in" of the transit system, its property, etc.
- More local willingness to invest in transit enhancements and expansion

**DISADVANTAGES:**

- Costs associated with such training, including start-up costs
- "Uphill effort" to reverse customer and employee attitudes that currently exist

**IMPLEMENTATION PLAN:**

The process has started in some transit systems, and it is most frequently part of other programs such as Ambassador or Customer Sensitivity Training programs. The program as proposed, however, would be an "empowerment program" for first-line employees that *builds upon knowledge of their total organization, its mission, and customer importance.* That would be a first!

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP/IMPLEMENT CRISIS RESPONSE PLAN | ITEM NO.<br>2-26 |
|---|---|---|

**RECOMMENDATION:**

Transit systems should develop and implement a crisis response plan. This plan would provide guidance and procedures to assist in responding to transit system/community crises.

**ADVANTAGES:**

- The transit system needs to respond effectively to a crisis/incident. Failure to respond effectively costs money (i.e., lawsuits, injuries, deaths, property costs, etc.). All employees must understand their responsibilities and roles in dealing with emergencies. Only when everyone understands what they are responsible for will the response be effective.

**DISADVANTAGES:**

- None—it will take a little effort

**IMPLEMENTATION PLAN:**

Assign a task force to develop and implement the plan.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INSTALL CALL BOXES IN STATIONS, AVL SYSTEMS ON BUSES, EXTERNAL ALARMS ON BUSES, & CCTV ON VEHICLES AND STATIONS | ITEM NO.<br>2-27<br>(2-28, 2-29, & 2-58) |
|---|---|---|

**RECOMMENDATION:**

To enhance the security of employees and customers, install call boxes in stations with direct links to the operations control center (OCC), install closed circuit television (CCTV) in stations to create "safe haven" areas, on vehicles (buses and trains), record events and deter, in some cases, "unfavorable events" from happening and sort out "claim jumping" in the aftermath of accidents. Install systems to immediately locate and identify vehicles that are having on-board problems so security forces can be vectored, and external alarms (flashing lights or signals) to silently alert passing police of trouble on board.

**ADVANTAGES:**

- Enhances overall system security enhancements
- Excellent security management and control "tools" if utilized properly and when employed and understood by all

**DISADVANTAGES:**

- Cost of installation and maintenance

**IMPLEMENTATION PLAN:**

For systems not utilizing the above, such plans would necessitate an implementation period (after funding identification and approvals) of one to ten years, depending on the transit system size. Fleet numbers and station numbers must be reconfigured.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: TRAIN EMPLOYEES TO RECOGNIZE AND DEAL WITH UNDESIRABLE BEHAVIOR ON THE TRANSIT SYSTEM | ITEM NO.<br>2-34 |
|---|---|---|

**RECOMMENDATION:**

Provide specific training programs for transit system employees to identify and help deal with potential disruptive and undesirable behavior on the transit system. The purpose of the training program would be to provide employees with strategies and skills to defuse potential security problems through interaction with disruptive passengers. The goal is to control the environment on the bus or at the facility to create the impression of a secure environment in the public transit system.

**ADVANTAGES:**

- Quickest way to deal with the problem
- Lowest cost solution versus expense of security officer
- Empowers front-line employees to deal with issues
- Gives customers a feeling the operator is in control of the system

**DISADVANTAGES:**

- Possibility that employees may go beyond the bounds of their training skills and be put in harm's way

**IMPLEMENTATION PLAN:**

1. Scope potential training program (include measures of success).
2. Review marketplace/industry for available training programs.
3. Select program/consultant.
4. Select employees for training.
5. Cycle employees through training program.
6. Collect data/evaluate the program.
7. Adjust training (if necessary).
8. Continue the training cycle, including updates to previously-trained employees.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ESTABLISH ZONE CONCEPT WITH POLICE/STATIONS/ MAINTENANCE | ITEM NO.<br>2-38 |
|---|---|---|

**RECOMMENDATION:**

Establish permanent teams of police, cleaners and maintenance employees responsible for all functions within designated zones of the transit system. This will encourage and foster personal relationships, accountability, and ownership for specific areas of the system.

**ADVANTAGES:**

- Each group knows who to go to in order to get things done; each group is responsible for work done in their area promoting a shared interest
- Faster turnaround of work, repairs, response, etc.
- Fosters team concept; one-to-one communication

**DISADVANTAGES:**

- Communication is more critical to make sure that various independent groups know what's going on in the other zones of the transit system
- Decentralization will have an initial higher cost to assure adequate staffing
- Actual officers will be required at field locations

**IMPLEMENTATION PLAN:**

1. Develop a plan.
2. Include employees in the development of the plan—you need to "talk it out" in order to get them to buy into the plan.
3. Deal with costs, logistical decisions (officer locations and construction), equipment costs and acquisition, etc.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: OFFER FREE TRANSPORTATION IN SPECIFIC AREAS | ITEM NO.<br>2-41 |
|---|---|---|

**RECOMMENDATION:**

Provide free public transportation on a state-by-state or system-by-system basis to be funded by/with funds from gasoline taxes.

**ADVANTAGES:**

- All citizens would know that an alternative to the automobile is available
- Lower service costs due to money handling, etc.
- Ridership increases
- Less congestion in cities
- Cleaner air

**DISADVANTAGES:**

- Some may abuse or misuse the privilege
- Less money for street improvements
- New arteries still needed for buses
- More demand for service than could be met

**IMPLEMENTATION PLAN:**

1. Prepare costs and impacts on state-by-state basis.
2. Present plan to top elected officials: Congress and Governor.
3. Encourage politicians to run for office with this concept in mind.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ADOPT A STATION OR BUS | ITEM NO.<br>2-42 |
|---|---|---|

**RECOMMENDATION:**

Obtain transit ownership through having organization/individuals adopt a bus or a transit station and allow them to work with transit employees to maintain the facility or vehicle.

**ADVANTAGES:**

- If someone is responsible for something, they will be careful to take care of it
- Does not cost transit system any money but provides a supporter—it works for highways

**DISADVANTAGES:**

- Requires work to get groups involved
- May be issues of claims

**IMPLEMENTATION PLAN:**

Approach the local businesses or groups to be responsible for a station's upkeep, etc.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: IMPLEMENT A FREQUENT RIDER PROGRAM | ITEM NO.<br>2-46 |
|---|---|---|

**RECOMMENDATION:**

Implement a frequent rider program to get transit users to take ownership of the transit system.

**ADVANTAGES:**

- By rewarding frequent riders, the public is motivated to ride more often
- Airlines have proven that this method has the potential to increase ridership
- Transit systems would be demonstrating that they are flexible to the changing times

**DISADVANTAGES:**

- Has not been done and needs work to develop

**IMPLEMENTATION PLAN:**

Develop a plan by first conducting a study on how to do this, then implementing a demonstration project.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ESTABLISH SYSTEM COMMUNICATIONS WITHIN STATIONS | ITEM NO.<br>2-50 |
|---|---|---|

**RECOMMENDATION:**

Install a public address system that will allow communications with the traveling public to keep them informed as to the status of events with the system (e.g., delays, danger, and upcoming events).

**ADVANTAGES:**

- Public is kept abreast of any operation of the system

**DISADVANTAGES:**

- Cost of installation

**IMPLEMENTATION PLAN:**

Install a public address system to allow better communications between transit and the traveling public. There are many complaints received regarding a lack of information regarding delays.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: NAME STATIONS AFTER COMMUNITY LEADERS | ITEM NO.<br>2-53<br>(2-54, 2-55 & 2-56) |
|---|---|---|

**RECOMMENDATION:**

Have stations, systems and stops capture the culture of a community by naming them after local community leaders or heroes to encourage people to take ownership. Reflect the community culture with artwork, community bulletin boards, etc.

**ADVANTAGES:**

- People can relate to that person and hence the station
- Can be done for almost no cost
- If that person was my hero then I am going to take care of that station and see that others don't trash it; that is my station, my heritage

**DISADVANTAGES:**

- Some people may not be thrilled if they were not happy with the individual or culture
- Requires effort to identify who will reflect the neighborhood's culture

**IMPLEMENTATION PLAN:**

Easy to do. Identify the names and locations of stations, systems, and stops. Meet with community leaders and get their input.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PROMOTE EVENTS UNDERGROUND TO ATTRACT PEOPLE | ITEM NO.<br>2-57 |
|---|---|---|

**RECOMMENDATION:**

Work with internal staff and outside stakeholders to develop events and activities to attract people to sparsely-used areas in the system, with the view of fostering security, such as:

1. Passenger Appreciation Days at stations/concourses
2. Black History Month—choirs, etc., at stations/terminals, etc.
3. Art Festivals/Starving Artists Flea Markets, etc.

**ADVANTAGES:**

- Make sparsely-used areas livable spaces where people will feel safe
- Make our areas fun places to go

**DISADVANTAGES:**

- Cost—in some cases, areas have to be improved (lighting, flooring, noise, etc.)
- Staffs are required to focus on coordinating with outside groups

**IMPLEMENTATION PLAN:**

1. Determine what event or activity to sponsor
2. Assign lead persons to specific tasks. Have them network outside stakeholders/contacts and coordinate with police, operators, and marketing/press staffs.
3. Determine costs.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: SET POLICY REGARDING THE TRANSIT SYSTEM'S ROLE IN DEALING WITH THE HOMELESS | ITEM NO.<br>2-59 |
|---|---|---|

**RECOMMENDATION:**

Emphasize the distinction between a transit system and a homeless shelter. Transit systems are not charged with nor equipped to deal with housing homeless people. Transit systems should enforce trespassing and loitering prohibitions as they apply to all riders, including homeless.

**ADVANTAGES:**

- Improves relations between riders and homeless
- Riders feel safer
- Reduces antisocial behavior
- Reduces panhandling

**DISADVANTAGES:**

- Some homeless advocates may protest
- Possible negative publicity

**IMPLEMENTATION PLAN:**

1. Partnership with the community to move homeless out of transit centers.
2. All employees should have ownership in this program.
3. Courts, District Attorneys, and Social Workers should be part of the program.
4. The media should be advised and invited to any meeting regarding homeless issues.
5. The media should have a clear understanding of what a transit center is and what it takes for the public to feel safe and use the transit center and mass transit. If a program for the homeless needs to be improved or created, the issue should be directed to the local government; the issue should not be placed on transit.

## TEAM THREE - FACILITIES AND EQUIPMENT

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: IMPROVE LIGHTING AT FACILITIES TO ELIMINATE DARK AREAS | ITEM NO.<br>3-1A |
|---|---|---|

**RECOMMENDATION:**

Improve the lighting of facilities to eliminate dark areas and increase visibility for customers by:

1. Increasing the amount of light by increasing the wattage or using high-intensity lighting.
2. Increasing the use of light-colored or reflective materials in construction of walls, ceilings and floors.
3. Using mirrors to eliminate blind spots.
4. Correctly placing light fixtures to get complete coverage.

**ADVANTAGES:**

- Customers will feel more secure when using facilities
- Reduces the ability of would-be criminals to hide
- Allows law enforcement and security personnel to see activities at the facilities better

**DISADVANTAGES:**

- Cost of materials

**IMPLEMENTATION PLAN:**

1. Establish lighting and visibility standards or change them to improve the facilities.
2. Incorporate standards into all new construction.
3. Survey current facilities and establish how they differ from the standard.
4. From a survey, create a list of corrective actions to be taken.
5. Establish a funding source and timeline for completing the action list.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: IMPROVE LIGHTING THROUGH BETTER DESIGN | ITEM NO.<br>3-1B |
|---|---|---|

**RECOMMENDATION:**

Improve the lighting and visibility at facilities through better design by:

1. Eliminating dark zones.
2. Carefully considering the placement of facilities to take advantage of the existing environment.
3. Keeping the visibility in the design open.
4. Placing bus shelters under existing lighting.
5. Using materials that allow for visibility, such as translucent materials.

**ADVANTAGES:**

- Customers will feel more secure
- Reduces the ability of criminals to hide
- Allows law enforcement and security personnel to see activities better

**DISADVANTAGES:**

- Cost

**IMPLEMENTATION PLAN:**

1. Establish design standards or change and improve them.
2. Incorporate standards into all future planning for facilities.
3. Review current facilities for possible upgrading to standards.
4. Establish a funding source and timeline for upgrading current facilities.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INVOLVE COMMUNITY IN MAINTENANCE/CLEANLINESS ACTIVITIES | ITEM NO.<br>3-2 |
|---|---|---|

**RECOMMENDATION:**

The maintenance and cleanliness of a transit system are directly linked to the public's perception of its security. Improve and emphasize the importance of maintenance and cleanliness:

1. Involve community in clean-up activities
2. Have perpetrator clean up or make restitution
3. Prioritize graffiti clean-up
4. Coordinate plan between transit maintenance/police/the courts
5. Have offenders do community service
6. School programs
7. Anti-littering campaign
8. Publish names of offenders and their punishment
9. More inspections
10. Lock facility at night

**ADVANTAGES:**

- Inexpensive
- Teaches young children at an early age
- Teaches adolescents by getting their attention—makes the punishment fit the crime
- *May* get the clean-up done at cost to offenders rather than taxpayers

**DISADVANTAGES:**

- Getting agreement and coordination among all parties (public, police, transit, courts)

**IMPLEMENTATION PLAN:**

1. Develop a public affairs/media campaign.
2. Highlight instances where similar efforts were successful.
3. Form a working group made up of parties from all concerned areas.
4. If necessary, introduce legislation to support the program and/or get signed into law.
5. Put the program into effect.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: EXPLORE ALTERNATE AND CREATIVE SOURCES FOR FUNDING | ITEM NO.<br>3-3 |
|---|---|---|

**RECOMMENDATION:**

1. Funding is always a pivotal issue. In light of the current political climate, transit systems should explore all funding sources.

**ADVANTAGES:**

- Develop alternate sources of funding creates a less dependent system

DISADVANTAGES:

- Costs are associated with fund raising efforts

**IMPLEMENTATION PLAN:**

1. Identify security as a funding priority in agency budgets.
2. Seek other funding sources (i.e., federal/state grants, private sector contributions, etc.).
3. Conduct special marketing/public relations fundraising events for security.
4. Develop Adopt-A-Bus and/or Adopt-A-Train programs with businesses and community.
5. Adaptive reuse of rail and bus facilities (i.e., restaurants, commuter convenience vendors, community library, etc.).
6. Increase/seek out filmmaker fees for use of transit facilities.
7. Promote use of right-of-way.
8. Sell commercial users space in our radio towers.
9. Rent air rights.
10. Judiciously examine fare levels, perhaps pricing of premium services vs. core service, etc.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ENSURE SECURITY INPUT INTO DESIGN OF NEW/OLD FACILITIES AND EQUIPMENT | ITEM NO.<br>3-4 |
|---|---|---|

**RECOMMENDATION:**

Authorities should promulgate operating procedures which mandate security involvement in facility and equipment design, specifically, by:

1. Creating design standards based on security input
2. Including security personnel on design/planning teams
3. Publishing security standards to the design community
4. Requiring security sign-off on capital appropriations

**ADVANTAGES:**

- Cost savings attributable to the avoidance of retrofitting to meet needs (ex. cable plant)
- Increases security for customers
- Improves facility/equipment design
- Lowers security costs through use of technology
- Coordination of efforts within the transit system

**DISADVANTAGES:**

- Potential funding problems
- Delays in approval process
- Delays in actual design

**IMPLEMENTATION PLAN:**

1. Examine current design methodology.
2. Identify security personnel to be included in design planning.
3. Create a policy team to promulgate procedures.
4. Redesign the system to accommodate inclusion of security input.
5. Implement and measure for necessary adjustments.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: UTILIZE STATE-OF-THE-ART ELECTRONIC EQUIPMENT | ITEM NO.<br>3-5 |
|---|---|---|

**RECOMMENDATION:**

Use state-of-the-art equipment within budget limitation. The following equipment can be used to enhance service to the customer:

1. Electronic fare collectors
2. Change-out of old equipment
3. Use of ticketing vending machines
4. Emergency car boxes
5. Public telephone system
6. Electric destination signs

**ADVANTAGES:**

- Electronic equipment can be used to better collect fares and control fare discrepancies; the money can be used to enhance the operating budget
- Equipment change-out can add efficiency to the operation, thus eliminating costly road calls
- Use of ticket machines can add convenience to the customer and reduce the misuse of tickets
- Electronic destination signs can better identify destinations to assist riders and disabled riders

**DISADVANTAGES:**

- Limited funding resources
- Negative management reaction to participation for others within the agency

**IMPLEMENTATION PLAN:**

The planning process can best be utilized while planning the construction of new facilities and/or equipment change-outs. This is to make sure the user will be involved from the beginning and has a voice in the planning process.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: ON-BOARD VEHICLE SECURITY | ITEM NO.<br>3-6 |
|---|---|---|

**RECOMMENDATION:**

The following standard on-board vehicle security features are recommended:

1. 2-way radios on-board all trains, buses and light rail vehicles and each security officer equipped with a personal radio. All radios should be capable of reaching the Central Operations Control Center.
2. Equip rolling stock with operator-activated "panic button" that sends out radio alert and possible exterior vehicle distress light or other indicator (e.g., message on electronic destination sign).
3. Install automated vehicle locator system on bus fleet.
4. Install on-board surveillance cameras (either real or fake) on all buses.
5. For bus and possibly light rail segments, establish local police "ride-along" programs and spot on-board checks.
6. For bus and possibly light rail, establish transit police "ride-along" on-board programs

**ADVANTAGES:**

- Enhances employee safety
- Combats rider's *perception* of danger
- Maximizes police presence/visibility
- Limits criminals' perception of "crime of opportunity" advantage
- Cameras combat incident fraud and false claims
- Instant access by operations to all rolling stock
- Local ride-alongs extend police coverage and obtains local "buy-in"/ownership

**DISADVANTAGES:**

- Capital cost
- Technology analysis and lead time
- Technology reliability (AVL and radios/cameras)
- Local/state government concurrence

**IMPLEMENTATION PLAN:**

1. Establish written standards and specifications.
2. Inter/intra-agency acceptance of standards and needs (including manuals of operating procedures)
3. Incorporate into agency capital and/or operating program/budget with time lines.
4. Gather input from employees and riders via surveys and focus groups.
5. Outreach to local government and local police departments for ride-along program participation.

## TEAM FOUR - EMPLOYEES

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP A SECURITY MISSION STATEMENT | ITEM NO.<br>4-1 |
|---|---|---|

**RECOMMENDATION:**

Develop a security mission statement to establish, maintain and communicate organizational commitment to system security.

**ADVANTAGES:**

- Clarifies that security applies to and involves everyone
- Establishes relative organizational importance
- Assists in decision-making process
- Establishes public relations/awareness and visibility of the importance of security within the system
- Establishes proactive security management versus reactive security management
- Establishes and signals organizational commitment, support and focus on system security
- Establishes responsibility and accountability

**DISADVANTAGES:**

- Can be misleading
- Can be ignored
- Time consuming
- May be incomplete, not all encompassing
- May not be deliverable based upon annual budget constraints
- Overly ambitious
- May not have organizational commitment
- Requires constant maintenance
- Lack of accountability

**IMPLEMENTATION PLAN:**

1. Establish need/conduct needs assessment.
2. How and where do we go from here (vision)?
3. Overview the process to build consensus and to receive input.
4. Outline and communicate the process to include activities, schedule and critical path.
5. Establish responsibility and accountability.
6. Communicate/inform public relations awareness and feedback—constant communication.
7. Establish expectations, boundaries and parameters.
8. Front-end executive staff buy-in.
9. Bottom-up and top-down organizational commitment and participation.

Reference:
- 4.04 Include employees in front end of mission statement
- 4.11 Market the idea (mission statement)
- 4.20 Update mission periodically to reflect changes in environment
- 4.23 Keep it simple and timeless

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: INCLUDE SECURITY IN EVERY JOB DESCRIPTION | ITEM NO.<br>4-3 |
|---|---|---|

**RECOMMENDATION:**

Include security and security awareness in all job descriptions.

**ADVANTAGES:**

- Identifies and eliminates weak links in transit security
- Heightens awareness in all employees
- Clearly establishes security as an organizational priority for employees
- Supports security mission statement
- Makes security a more personal item
- Identifies roles and responsibilities at time of employment and throughout career
- Demonstrates importance of team effort
- Establishes accountability and responsibility

**DISADVANTAGES:**

- Employees may overstep their authority
- May increase work for human relations. Department and others to update job descriptions
- Must be included in performance reviews
- Potential labor (union) problems
- May not properly follow-up on all employee accountability issues
- Possible increased liability exposure

**IMPLEMENTATION PLAN:**

1. Define and communicate reason for modifying existing job descriptions.
2. Obtain input from recognized experts/consultants.
3. Develop and deliver training on new elements of job descriptions.
4. Advise staff of schedule to implement existing and new job descriptions.
5. Review and revise all job descriptions periodically.
6. Institute accountability checks relevant to each job.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEVELOP AND IMPLEMENT SYSTEM SECURITY PROGRAM PLAN | ITEM NO.<br>4-13<br>(4-14 & 4 -15) |
|---|---|---|

**RECOMMENDATION:**

Develop and implement a system security program plan which builds on the mission statement.

**ADVANTAGES:**

- Establishes long-range goals
- Improves response to emergencies
- Quickly identifies deficiencies
- Improves employees' morale
- Ensures integrated effort
- Road map for mission statement; big picture concept; how to plan
- Establishes accountability
- Reduces crime
- Clarifies roles and responsibilities
- Improves ridership/public confidence
- Reduces costs (legal, workmen's compensation, insurance, etc.)
- Reduces liability exposure
- Proactive approach
- Fosters senior management recognition and commitment to transit security
- Promotes community and employee involvement

**DISADVANTAGES:**

- May create false expectations
- Time consuming—more work
- Costly (capital and operating cost implications, including training)
- Serious consequences for failure to follow through (increased liability exposure, negative public regulations, reduced ridership)
- Another "auditable" item—more paperwork
- Acknowledges that there may be no immediate solutions and thereby increases anxiety

**IMPLEMENTATION PLAN:**

1. Develop a process to create and implement a system security program plan, including milestones, assignments, etc. The process should be designed to be fully participative.
2. Learn from peers—do not reinvent the wheel. Use outside resources.
3. Include checks and balances in the process.
4. Involve local agencies (fire, bomb squad, police, rescue, EMT, hospitals, regional crisis management agencies).
5. Include a process for continuous evaluation of the plan.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PUBLIC REWARD OF EMPLOYEE AND PUBLIC SECURITY EFFORTS | ITEM NO.<br>4-19<br>(4-32 & 4-33) |
|---|---|---|

**RECOMMENDATION:**

Make it both a philosophical and procedural practice to publicly recognize the successful security-enhancing efforts of employees and members of the public.

**ADVANTAGES:**

*Measurable Items:*
- Saves costs of security enforcement
- Improves morale
- Increases ridership
- Improves customer satisfaction
- Stretches advertising/marketing dollars

*Other:*
- Defines a transit standard, expectation, culture
- Improves image of transit as "secure/safe"
- Enhances role of transit in community
- Engenders ownership in transit

*Other (Continued):*
- Develops civic pride in transit
- Highlights transit's role in crisis response (evacuations, emergency transport, etc.
- Enhances public/private ownership
- Encourages (is an incentive for) positive behavior
- Modifies public behavior
- Makes transit "us" instead of "them"
- Develops transit ambassadors
- Taps new markets
- Educates public

**DISADVANTAGES:**

- Associated costs of media and rewards
- Diversion of resources—staff and dollars
- Opens up transit to increased scrutiny
- Good news doesn't sell
- Rewards may be too insignificant
- May result in negative publicity of security

**IMPLEMENTATION PLAN:**

1. Define elements of security to be focused on as outlined in the mission statement and strategic plan.
2. Identify opportunities for recognizing employees and the public in each element.
3. Outline budget parameters and constraints.
4. Solicit corporate participation (prizes and involvement).
5. Work with corporations and internally to identify criteria for recognition.
6. Develop media relationships to facilitate communication, press releases, sponsorship, etc.

Examples: "Good Samaritan" Program
Transit "Helping Hand" Program
Adopt-A-Shelter
Station Clean-up by XYZ Corporation
Rail Rider "Star" Program
Transit Security Idea of the Month/Year
Community Transit Excellence Award (Individual/Group)

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: DEFINE PARTNERSHIP BETWEEN TRANSIT SYSTEM AND COMMUNITY | ITEM NO.<br>4-24 |
|---|---|---|

**RECOMMENDATION:**

Define partnership between the transit system and the community.

**ADVANTAGES:**

- Enhances sensitivity to the needs of transit
- Gives mission statement validity and substance
- Marketing enhancements for retailers
- Ties transit to the community
- Develops the next generation of transit riders
- Teaches the next generation rider ownership and owner maintenance
- Expands knowledge of the transit system
- Career development for employees and citizens

**DISADVANTAGES:**

- Too many participants
- May have wrong partners
- Misalignment of partners
- Losing sight of the mission
- Conflicting agendas
- Decision may be politically based

**IMPLEMENTATION PLAN:**

1. Define the partnership.
2. Communicate and advertise.
3. Determine how the process contributes to the mission statement and system security program/plan.
4. Develop a means to resolve conflicts.
5. Develop a process to obtain feedback and method to assess and/or reassess information.
6. Develop objectives for each partner.
7. Determine who future partners will be and how to incorporate them into the system security program plan.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: FAMILIARIZE JUDGES WITH TRANSIT SYSTEM AND CRIME PROBLEMS | ITEM NO.<br>4-42 |
|---|---|---|

**RECOMMENDATION:**

Develop a program whereby the judicial officers who have jurisdiction over transit-related crime have a complete and thorough understanding of the problems and needs of that transit system.

**ADVANTAGES:**

- Judges will develop ownership
- Method for establishment of reappointment (What's in it for me?)
- Provides employee back-up for continuing enforcement programs
- Public trust and public awareness to reduce fear factor
- Focuses on order maintenance problems—graffiti, smoking, parking, etc.
- Provides for proper restitution
- Provides an avenue for judicial review of antiquated laws and fine structures
- Alternative sentencing process

**DISADVANTAGES:**

- May have judicial officers who become aggravated with the transit system
- Expectations are not realistic
- Municipalities may require transit system to fund them for court costs and processing fees

**IMPLEMENTATION PLAN:**

Schedule a meeting with senior or assignment judges and bring issues to their attention in order to build a consensus that can be communicated to local, municipal, and juvenile judges. Plan for and encourage judges to buy into the system, and set up a tour of the system highlighting and explaining quality of life issues. Develop a system for quantitative follow-up of cases that have been adjudicated. Review statistical data to insure that established goals are being met, and establish a plan to recontact judicial officers who lose sight of the problems and their solutions.

# SECURITY WORKSHOP RECOMMENDATION

| NATIONAL LEADERSHIP CONFERENCE ON TRANSIT SECURITY<br>Philadelphia, Pennsylvania<br>March 16 - 17, 1995 | ITEM: PROVIDE SECURITY TRAINING FOR ALL EMPLOYEES | ITEM NO.<br>4-50 |
|---|---|---|

**RECOMMENDATION:**

Provide "security awareness" training for all employees.

**ADVANTAGES:**

- Develops buy-in and ownership
- Information source (eyes and ears)
- Improves personal security for employees
- Focuses on real issues
- Better understanding of organization
- Reporting device—data collection
- Enhances employee morale
- Develops creative ideas and suggestions
- Crime reduction
- Provides confidence for employees to perform jobs
- Promotes teamwork
- Lets employees know contribution matters

**DISADVANTAGES:**

- Budget impact
- Increases workload
- Possible negative impact on increased employee anxiety
- Possible labor conflict
- Possible employee "over-involvement"

**IMPLEMENTATION PLAN:**

1. Review existing training
2. Perform needs assessment
3. Focus groups, surveys, employee input, feedback
4. Determine tiers of employees to be trained
5. New employee orientation
6. Reality checks
7. Model around mission statement
8. Use current statistics
9. Do pilot and revise accordingly
10. Evaluate training effectiveness
11. Debrief

# PROBLEM DEFINITION

The initial task of the group was to define the problems associated with its mission. Using a "Fishbone Diagram," each team enumerated the problems they encountered in five major areas of transit security:

- those concerning employees
- those concerning management systems
- those surrounding the ridership
- those concerned with the facilities and vehicles, and
- those concerning the external environment.

Having identified problems in each area, the most important ones were noted. Each team then took one major area and using the brainstorming technique developed problem-solving alternatives. The following questions were addressed by the teams:

## Management Systems

- Management policy runs counter to security
- No priority given to security issues
- No priority given to security staffing
- Poor working relationship with judicial system
- Unclear jurisdictional lines
- Need for better interaction among police departments in the transit jurisdiction
- Lack of commitment by top officials
- Poor labor relations
- Lack of security consciousness
- Lack of funding
- Lack of security vision
- Shrinking operating budgets
- Need for systems approach

## Employees

- Lack of security training for security and operational staff
- Lack of technology training of security staff
- Need to enhance networking outside industry
- Change in moral values
- Operators are afraid
- Lack of involvement on the part of employees in problem solving

- Need for partnership, between transit security personnel and other transit employees
- Lack of security personnel
- Inherent conflict between management and security

## Equipment and Facilities

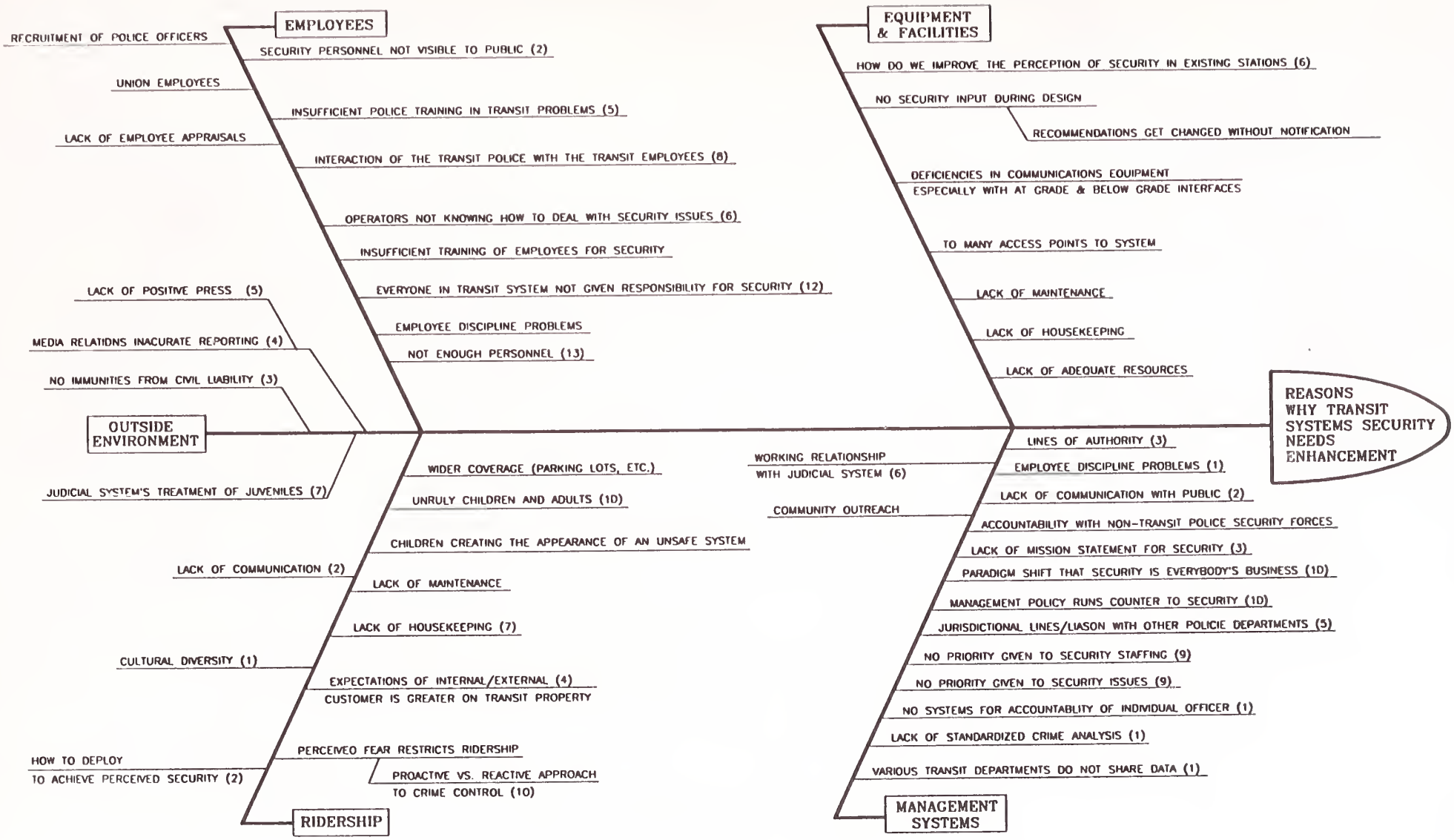
- Graffiti/Cleanliness
- Security too low on priority list
- Security not involved in planning
- Poor lighting in facilities
- Park and Ride issues
- Minor problems overlooked
- Lack of Maintenance
- Lack of resources

## Ridership

- Lack of housekeeping
- Proactive vs. reactive approach to crime control
- Antisocial behavior of few riders
- Fare evasion
- Graffiti
- Perceived fear on part of ridership
- Public's lack of ownership of property
- Real fear of crime

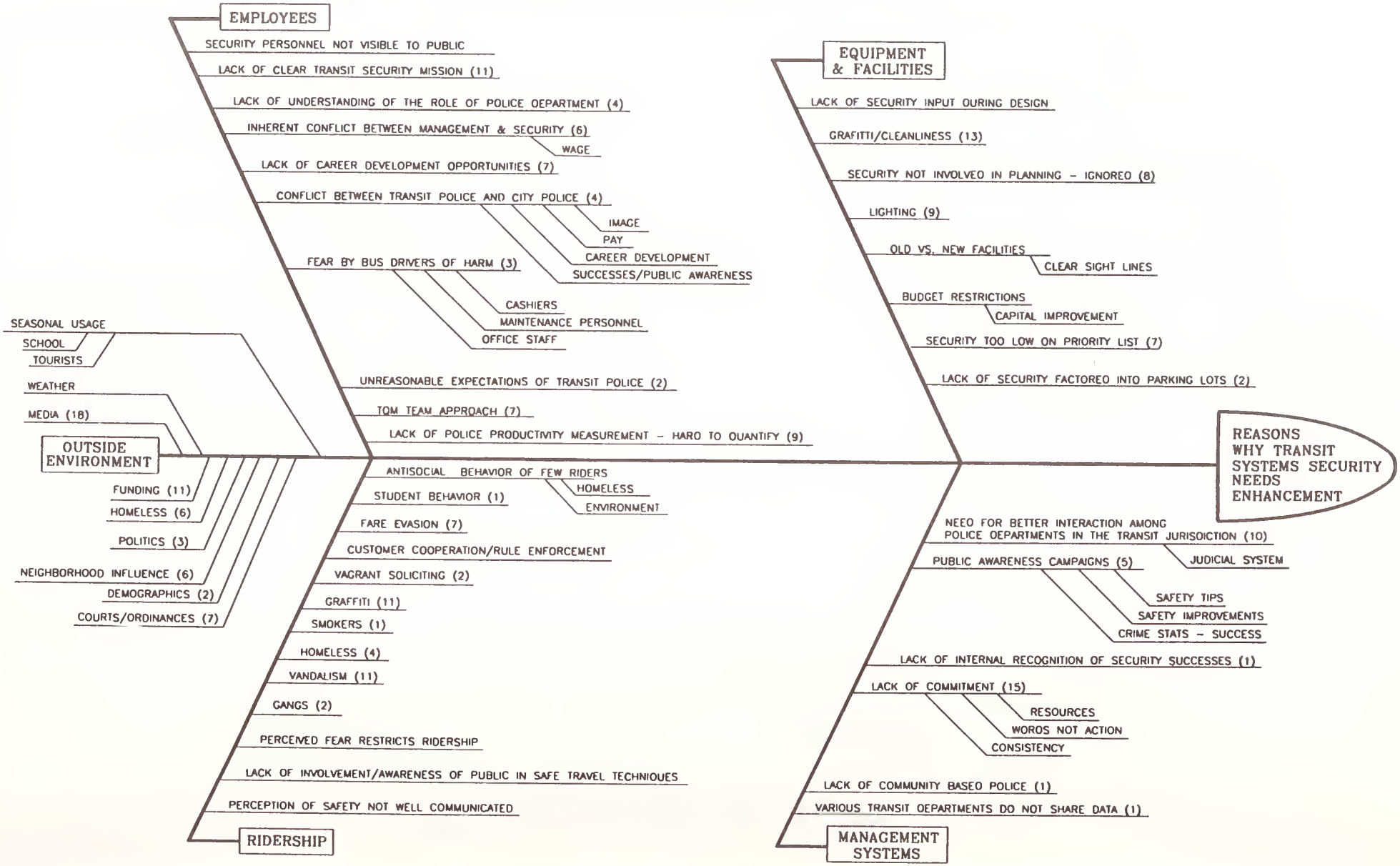
# NATIONAL TRANSIT SECURITY WORKSHOP

## FISHBONE DIAGRAM TEAM 1


REASONS WHY TRANSIT SYSTEMS SECURITY NEEDS ENHANCEMENT
EMPLOYEES
RECRUITMENT OF POLICE OFFICERS
SECURITY PERSONNEL NOT VISIBLE TO PUBLIC (2)
UNION EMPLOYEES
INSUFFICIENT POLICE TRAINING IN TRANSIT PROBLEMS (5)
LACK OF EMPLOYEE APPRAISALS
INTERACTION OF THE TRANSIT POLICE WITH THE TRANSIT EMPLOYEES (8)
OPERATORS NOT KNOWING HOW TO DEAL WITH SECURITY ISSUES (6)
INSUFFICIENT TRAINING OF EMPLOYEES FOR SECURITY
EVERYONE IN TRANSIT SYSTEM NOT GIVEN RESPONSIBILITY FOR SECURITY (12)
EMPLOYEE DISCIPLINE PROBLEMS
NOT ENOUGH PERSONNEL (13)
EQUIPMENT & FACILITIES
HOW DO WE IMPROVE THE PERCEPTION OF SECURITY IN EXISTING STATIONS (6)
NO SECURITY INPUT DURING DESIGN
RECOMMENDATIONS GET CHANGED WITHOUT NOTIFICATION
DEFICIENCIES IN COMMUNICATIONS EQUIPMENT
ESPECIALLY WITH AT GRADE & BELOW GRADE INTERFACES
TO MANY ACCESS POINTS TO SYSTEM
LACK OF MAINTENANCE
LACK OF HOUSEKEEPING
LACK OF ADEQUATE RESOURCES
OUTSIDE ENVIRONMENT
LACK OF POSITIVE PRESS (5)
MEDIA RELATIONS INACURATE REPORTING (4)
NO IMMUNITIES FROM CIVIL LIABILITY (3)
JUDICIAL SYSTEM'S TREATMENT OF JUVENILES (7)
WORKING RELATIONSHIP WITH JUDICIAL SYSTEM (6)
COMMUNITY OUTREACH
RIDERSHIP
WIDER COVERAGE (PARKING LOTS, ETC.)
UNRULY CHILDREN AND ADULTS (10)
CHILDREN CREATING THE APPEARANCE OF AN UNSAFE SYSTEM
LACK OF COMMUNICATION (2)
LACK OF MAINTENANCE
LACK OF HOUSEKEEPING (7)
CULTURAL DIVERSITY (1)
EXPECTATIONS OF INTERNAL/EXTERNAL (4)
CUSTOMER IS GREATER ON TRANSIT PROPERTY
PERCEIVED FEAR RESTRICTS RIDERSHIP
HOW TO DEPLOY
TO ACHIEVE PERCEIVED SECURITY (2)
PROACTIVE VS. REACTIVE APPROACH
TO CRIME CONTROL (10)
MANAGEMENT SYSTEMS
LINES OF AUTHORITY (3)
EMPLOYEE DISCIPLINE PROBLEMS (1)
LACK OF COMMUNICATION WITH PUBLIC (2)
ACCOUNTABILITY WITH NON-TRANSIT POLICE SECURITY FORCES
LACK OF MISSION STATEMENT FOR SECURITY (3)
PARADIGM SHIFT THAT SECURITY IS EVERYBODY'S BUSINESS (10)
MANAGEMENT POLICY RUNS COUNTER TO SECURITY (10)
JURISDICTIONAL LINES/LIASON WITH OTHER POLICIE DEPARTMENTS (5)
NO PRIORITY GIVEN TO SECURITY STAFFING (9)
NO PRIORITY GIVEN TO SECURITY ISSUES (9)
NO SYSTEMS FOR ACCOUNTABLITY OF INDIVIDUAL OFFICER (1)
LACK OF STANDARDIZED CRIME ANALYSIS (1)
VARIOUS TRANSIT DEPARTMENTS DO NOT SHARE DATA (1)

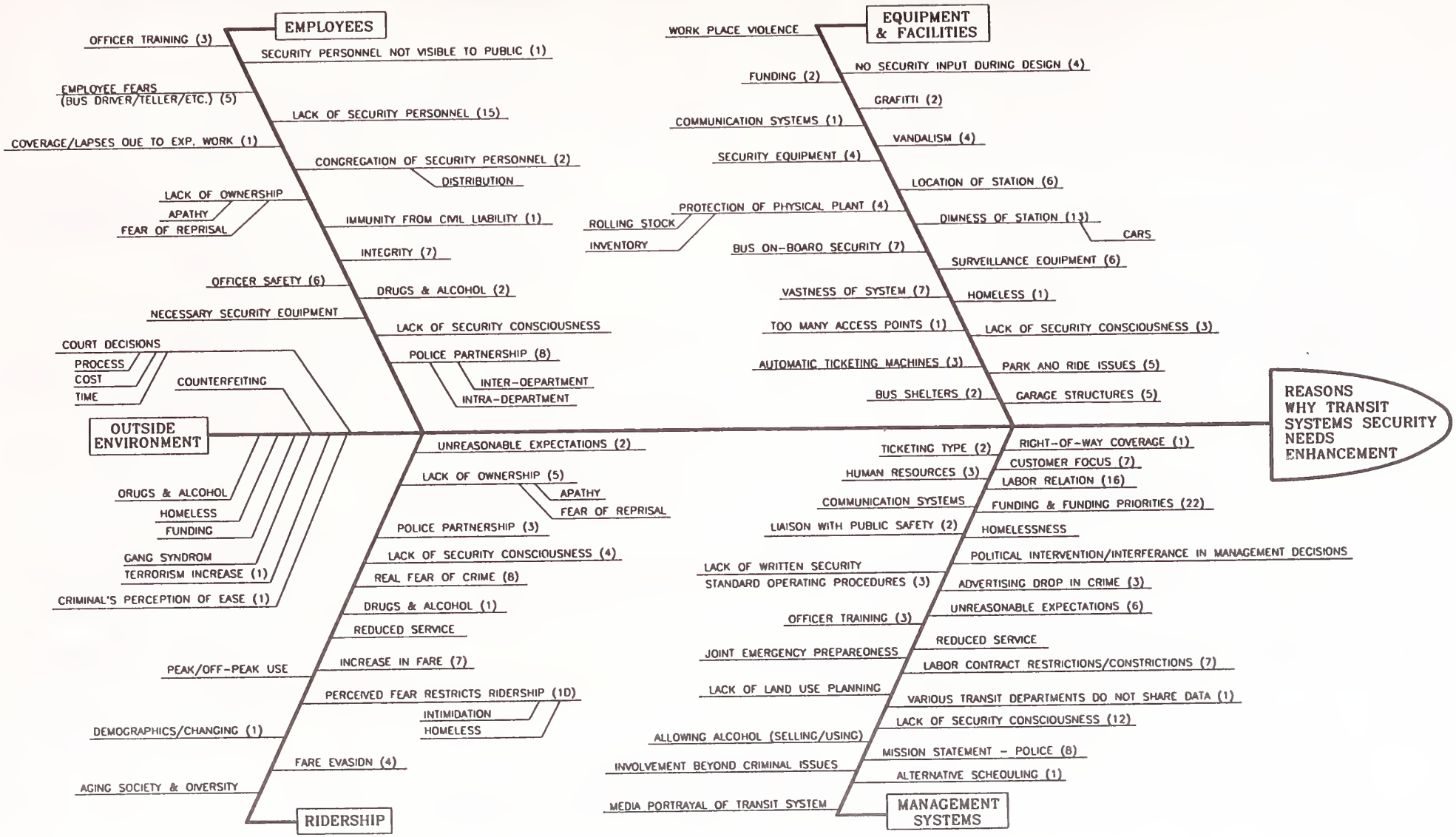
# NATIONAL TRANSIT SECURITY WORKSHOP

## FISHBONE DIAGRAM TEAM 2



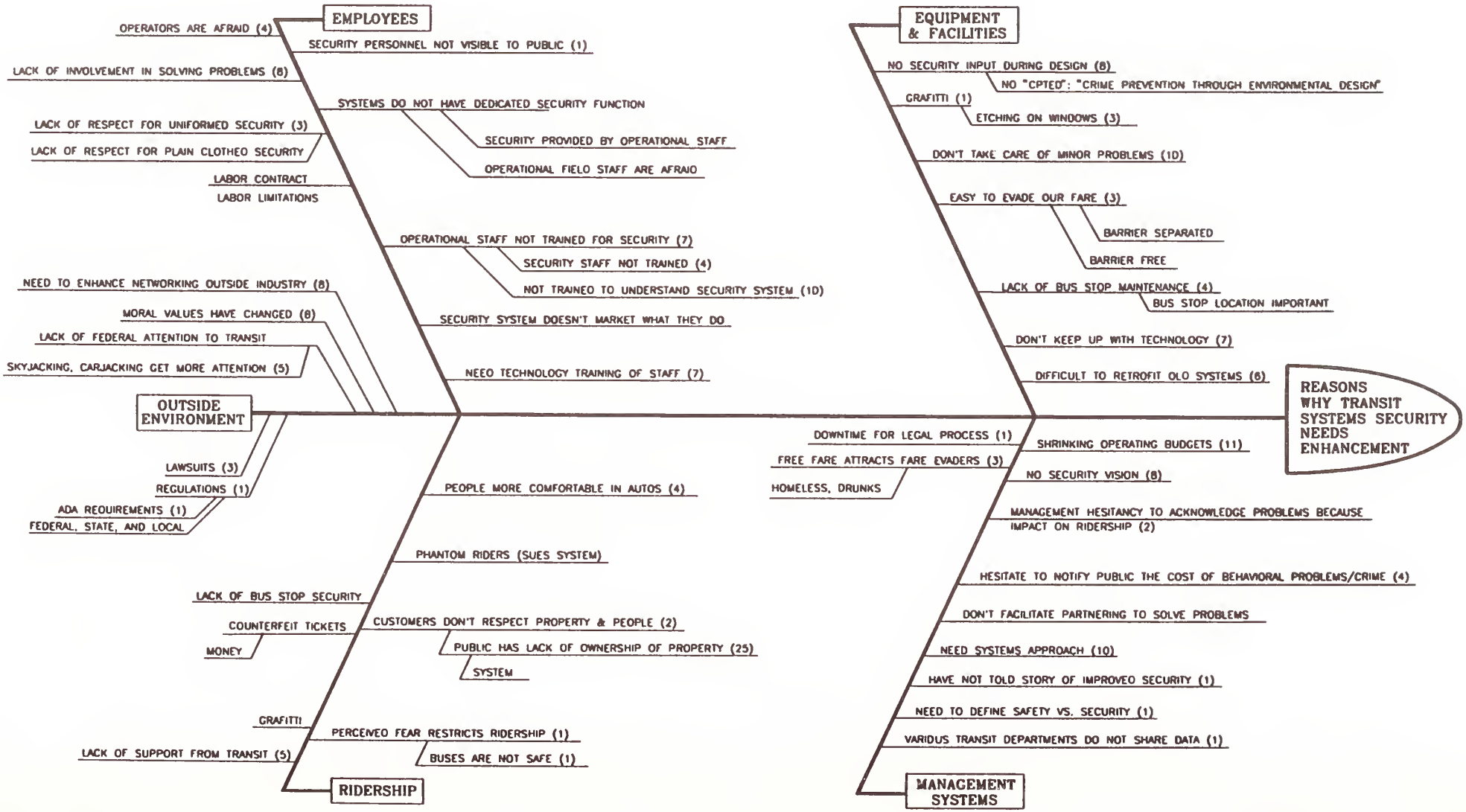
# NATIONAL TRANSIT SECURITY WORKSHOP

## FISHBONE DIAGRAM TEAM 3



# NATIONAL TRANSIT SECURITY WORKSHOP

## FISHBONE DIAGRAM TEAM 4


REASONS WHY TRANSIT SYSTEMS SECURITY NEEDS ENHANCEMENT
EMPLOYEES
OPERATORS ARE AFRAID (4)
SECURITY PERSONNEL NOT VISIBLE TO PUBLIC (1)
LACK OF INVOLVEMENT IN SOLVING PROBLEMS (8)
SYSTEMS DO NOT HAVE DEDICATED SECURITY FUNCTION
SECURITY PROVIDED BY OPERATIONAL STAFF
OPERATIONAL FIELD STAFF ARE AFRAID
LACK OF RESPECT FOR UNIFORMED SECURITY (3)
LACK OF RESPECT FOR PLAIN CLOTHED SECURITY
LABOR CONTRACT
LABOR LIMITATIONS
OPERATIONAL STAFF NOT TRAINED FOR SECURITY (7)
SECURITY STAFF NOT TRAINED (4)
NOT TRAINED TO UNDERSTAND SECURITY SYSTEM (10)
SECURITY SYSTEM DOESN'T MARKET WHAT THEY DO
NEED TECHNOLOGY TRAINING OF STAFF (7)
EQUIPMENT & FACILITIES
NO SECURITY INPUT DURING DESIGN (8)
NO "CPTED": "CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN"
GRAFITTI (1)
ETCHING ON WINDOWS (3)
DON'T TAKE CARE OF MINOR PROBLEMS (10)
EASY TO EVADE OUR FARE (3)
BARRIER SEPARATED
BARRIER FREE
LACK OF BUS STOP MAINTENANCE (4)
BUS STOP LOCATION IMPORTANT
DON'T KEEP UP WITH TECHNOLOGY (7)
DIFFICULT TO RETROFIT OLD SYSTEMS (6)
OUTSIDE ENVIRONMENT
NEED TO ENHANCE NETWORKING OUTSIDE INDUSTRY (8)
MORAL VALUES HAVE CHANGED (8)
LACK OF FEDERAL ATTENTION TO TRANSIT
SKYJACKING, CARJACKING GET MORE ATTENTION (5)
LAWSUITS (3)
REGULATIONS (1)
ADA REQUIREMENTS (1)
FEDERAL, STATE, AND LOCAL
RIDERSHIP
PEOPLE MORE COMFORTABLE IN AUTOS (4)
PHANTOM RIDERS (SUES SYSTEM)
LACK OF BUS STOP SECURITY
COUNTERFEIT TICKETS
MONEY
CUSTOMERS DON'T RESPECT PROPERTY & PEOPLE (2)
PUBLIC HAS LACK OF OWNERSHIP OF PROPERTY (25)
SYSTEM
GRAFITTI
PERCEIVED FEAR RESTRICTS RIDERSHIP (1)
LACK OF SUPPORT FROM TRANSIT (5)
BUSES ARE NOT SAFE (1)
MANAGEMENT SYSTEMS
DOWNTIME FOR LEGAL PROCESS (1)
FREE FARE ATTRACTS FARE EVADERS (3)
HOMELESS, DRUNKS
SHRINKING OPERATING BUDGETS (11)
NO SECURITY VISION (8)
MANAGEMENT HESITANCY TO ACKNOWLEDGE PROBLEMS BECAUSE IMPACT ON RIDERSHIP (2)
HESITATE TO NOTIFY PUBLIC THE COST OF BEHAVIORAL PROBLEMS/CRIME (4)
DON'T FACILITATE PARTNERING TO SOLVE PROBLEMS
NEED SYSTEMS APPROACH (10)
HAVE NOT TOLD STORY OF IMPROVED SECURITY (1)
NEED TO DEFINE SAFETY VS. SECURITY (1)
VARIOUS TRANSIT DEPARTMENTS DO NOT SHARE DATA (1)

## CREATIVE LISTINGS

After some of the most important problems had been defined, the teams used a "brainstorming" technique to elicit a large quantity of ideas in a non-threatening environment. The goal was to restrict premature evaluation and to eliminate roadblocks and negative statements thereby producing an atmosphere conducive to the free flow of ideas and association of ideas. "Off-the-wall" ideas are encouraged because they spur additional thinking and the creation of more practical solutions that would never be thought of unless a stimulus existed.

The teams were given sufficient time to allow many ideas to develop. The group then reassembled to share the ideas developed in the teams. This sharing of ideas allows each team the benefit of the work produced and permits the piggy-backing of ideas among teams. It is probable that several ideas can solve multiple problems addressed by the different focus teams.

With numerous ideas in hand, the teams attempted to evaluate the practicality and implementability of the ideas. In discussing each idea, the team rated the following values to evaluate the merit of each idea:

- Technically Feasible
- Measurable
- Customer Friendly
- Addresses Needs
- Cost Effective

Once each idea was fully evaluated to determine whether it was an improvement over the existing plan (+), equal to (0), or not as good as the existing plan (-), the idea was give a rating number. Based on a scale of 1 to 10, the teams rated each idea. The Creative Idea Listings as developed by each team are included in this section of the report.

| PROJECT: | National Leadership Conference on Transit Security | CREATIVE PHASE | JUDGMENT PHASE |
|---|---|---|---|
| LOCATION: | Philadelphia, PA | | |
| CLIENT: | SEPTA | CREATIVE IDEA LISTING | IDEA EVALUATION |
| DATE: | March 16 - 17, 1995 | | |
| PAGE: | 1 of 2 | | |

| NO. | CREATIVE IDEA | EVALUATION CRITERIA | | | | | | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | | A | B | C | D | E | F | |
| | **TEAM NUMBER ONE (1)** | | | | | | | |
| 1-1 | Chief of Police should report directly to CEO | + | + | 0 | + | + | | 10 |
| 1-2 | Clearly define and implement mission statement of security and create a buy-in by everyone | | | | | | | 10 |
| 1-3 | Develop labor/management partnership | | | | | | | 10 |
| 1-4 | Create a task force for union and management compromised of security | | | | | | | 10 |
| 1-5 | Be available to communicate and provide feed back information to union | | | | | | | 10 |
| 1-6 | Feed back information about actions taken when victim reports crime/incidents | + | + | + | + | + | | 8.5 |
| 1-7 | Feed back information about actions taken when employee reports crime | + | + | + | + | + | | |
| 1-8 | Institute internal incentive program, money (day's vacation), awards and public recognition | + | + | + | + | + | | 9.5 |
| 1-9 | Provide external rewards for reporting crime | | | | | | | 9 |
| 1-10 | Convey that everyone is part of the solution and that their actions matter | | | | | | | |
| 1-11 | Work with the prosecutors to take transit cases and judges to treat it seriously | | | | | | | 9 |
| 1-12 | Train officers how to present cases to prosecutors and judges | | | | | | | |
| 1-14 | Establish good working relationships with adjoining police departments | | | | | | | |
| 1-15 | Establish the police authority and jurisdictional boundaries | | | | | | | 6 |
| 1-16 | Develop minimum training standards for security forces | + | + | 0 | + | + | | 9 |
| 1-17 | Educate media editorial boards of their effect on transit ridership; establish media liaison constant contact; use market factors in approach, develop working relationship with beat reporter | | | | | | | |
| 1-18 | Have FTA create a rule for interstate police jurisdiction | | | | | | | See 1-15 |
| 1-19 | The transit system is not in the business of solving the homeless problem and the mental health problem. Close down facilities at night, prosecute minor infractions, enforce quality of life infractions | | | | | | | |

Rating Criteria: A = Technically Feasible, B = Measurable, C = Customer Friendly, D = Addresses Needs, E = Cost Effectiveness
Evaluation Criteria: + = Improvement Over Existing Plan, O = No Change From Existing Plan, - = Not As Good As Existing Plan
Idea Rating Scale: 1 = Least Likely to be Developed, 2 → 9 = Varying Degree of Potential Development, 10 = Most likely to be Developed, DS = Design Suggestion

| PROJECT: | National Leadership Conference on Transit Security |
|---|---|
| LOCATION: | Philadelphia, PA |
| CLIENT: | SEPTA |
| DATE: | March 16 - 17, 1995 |
| PAGE: | 2 of 2 |

# CREATIVE PHASE

## CREATIVE IDEA LISTING

# JUDGMENT PHASE

## IDEA EVALUATION

| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER ONE** (Continued) | | | | | | | |
| 1-20 | Create a deterrent by enacting higher penalties for crimes committed on the transit system | | | | | | | Combine w/ 1-11 |
| 1-21 | Make transit crimes a federal offense | | | | | | | 1 |
| 1-22 | Encourage the states to increase penalties for transit system crimes | | | | | | | See 1-11 |
| 1-23 | Use PTA to ride trains during school release hours - adult presence on vehicles is a deterrent to juvenile crime | | | | | | | |
| 1-24 | Train total transit employee staff in security and customer relations | | | | | | | |
| 1-25 | Update transit security guideline manual | | | | | | | 10 |
| 1-26 | Alter Federal approach to reporting on transit accidents/crimes to emphasize process improvement and overall system safety | | | | | | | 8 |
| | | | | | | | | |
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Rating Criteria: A = Technically Feasible, B = Measurable, C = Customer Friendly, D = Addresses Needs, E = Cost Effectiveness
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PROJECT: National Leadership Conference on Transit Security
LOCATION: Philadelphia, PA
CLIENT: SEPTA
DATE: March 13 -14, 1995
PAGE: 1 of 4

# CREATIVE PHASE

## CREATIVE IDEA LISTING

# JUDGMENT PHASE

## IDEA EVALUATION

| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER TWO (2)** | | | | | | | |
| | How do we improve the perception of safety on the transit system? | | | | | | | |
| 2-1 | Increase visibility of uniformed policemen | | | | | | | 10 |
| 2-2 | Police enforce zero-tolerance rule | | | | | | | 10 |
| 2-3 | Develop marketing campaign | | | | | | | 9 |
| 2-4 | Participate in community meetings | | | | | | | 9 |
| 2-5 | Encourage ridership to bring problems/accolades to system's attention | | | | | | | 10 |
| 2-6 | Press releases | | | | | | | 9 |
| 2-7 | Rewards for assistance from public | | | | | | | 10 |
| 2-8 | Reward employees for security | | | | | | | 10 |
| 2-9 | APTA award for safest system nationally | | | | | | | 10 |
| 2-10 | System must develop a security plan | | | | | | | 10 |
| 2-11 | Initiate school system use and safety program | | | | | | | 8 |
| 2-12 | Improve perception of facilities and equipment | | | | | | | 10 |
| 2-13 | Improve employees' appearance | | | | | | | 10 |
| 2-14 | Improve customer service | | | | | | | |
| 2-15 | Develop close relationship with media/talkshows | | | | | | | |
| 2-16 | Institute a 24-hour graffiti hotline<br>- reporting customers/operators<br>- response team, facility/ rolling stock | | | | | | | 9 |

Rating Criteria: A = Technically Feasible, B = Measurable, C = Customer Friendly, D = Addresses Needs, E = Cost Effectiveness
Evaluation Criteria: + = Improvement Over Existing Plan, O = No Change From Existing Plan, - = Not As Good As Existing Plan
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PROJECT: **National Leadership Conference on Transit Security**
LOCATION: **Philadelphia, PA**
CLIENT: **SEPTA**
DATE: **March 13 -14, 1995**
PAGE: **2 of 4**

# CREATIVE PHASE

## CREATIVE IDEA LISTING

# JUDGMENT PHASE

## IDEA EVALUATION

| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER TWO** (Continued) | | | | | | | |
| 2-17 | Work with politicians to develop laws/ordinances - graffiti, public service, cleanup, smoking eating/drinking | | | | | | | |
| 2-18 | Customer education: publish rules clearly | | | | | | | 10 |
| 2-19 | Re-educate transit employees - continuous process | | | | | | | 10 |
| 2-20 | Deploy police at fare lines at school day close | | | | | | | 10 |
| 2-21 | Deploy police at fare lines at sports/concert events | | | | | | | 10 |
| 2-22 | Coordinate with school system for special events | | | | | | | 10 |
| 2-23 | Coordinate with events promoters (private) | | | | | | | 10 |
| 2-24 | Conduct monthly forums on security inviting neighborhood leaders, schools and media creating a climate for honesty, setting up tactics/strategy sessions | | | | | | | |
| 2-25 | Develop one-on-one relationships with key media people, get commitment/involvement/ personal stake | | | | | | | |
| 2-26 | Develop and implement a crisis response plan | | | | | | | |
| 2-27 | Install callboxes and direct communication to control | | | | | | | 10 |
| 2-28 | AVL-system use silent alarm/voice activated | | | | | | | 10 |
| 2-29 | External alert system on buses | | | | | | | |
| 2-30 | Provide drivers with cell phones | | | | | | | 3 |
| 2-31 | Install signage stating rules | | | | | | | 10 |
| 2-32 | Deploy police in higher crime zones - flexibility - daily | | | | | | | |
| 2-59 | The homeless work with stake holders to develop policy - alternatives | | | | | | | 10 |
| 2-60 | New facilities - high profile security presence from day one | | | | | | | 10 |

Rating Criteria: A = Technically Feasible, B = Measurable, C = Customer Friendly, D = Addresses Needs, E = Cost Effectiveness
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| PROJECT: National Leadership Conference on Transit Security<br>LOCATION: Philadelphia, PA<br>CLIENT: SEPTA<br>DATE: March 13 -14, 1995<br>PAGE: 3 of 4 | CREATIVE PHASE<br>CREATIVE IDEA LISTING | JUDGMENT PHASE<br>IDEA EVALUATION<br>EVALUATION CRITERIA |
|---|---|---|

| NO. | CREATIVE IDEA | A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER TWO** (Continued) | | | | | | | |
| | How do we deal with antisocial behavior? | | | | | | | |
| 2-33 | Enforce rules - zero tolerance | | | | | | | 10 |
| 2-34 | Train employees to not just police but also to recognize and deal with such behavior | | | | | | | 9 |
| 2-35 | Get operators into the community outreach programs to associate a face with the position | | | | | | | 8 |
| 2-36 | Develop and publish unruly behavior policy | | | | | | | |
| 2-58<br>27/28/29 | Install video cameras on cars/in stations/on platforms | | | | | | | 7 |
| | Cleanliness | | | | | | | |
| 2-37 | Install french toilets - les pissoires | | | | | | | |
| 2-38 | Empower action through partnership of police/ operations/maintenance in zone teams | | | | | | | 5 |
| | | | | | | | | |
| | Panhandlers | | | | | | | 10 |
| 2-39 | Street ordinances - aggressive and passive resistance | | | | | | | |
| 2-40 | Install signage - no panhandling | | | | | | | |
| | | | | | | | | |
| | Lack of Ownership | | | | | | | |
| 2-41 | Offer free transportation in specific areas | | | | | | | 8 |
| 2-42 | Adopt a bus/station/driver etc. | | | | | | | 10 |
| 2-43 | Give Identification Cards | | | | | | | 6 |
| 2-44 | Treat the riders like customers | | | | | | | |

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PROJECT: National Leadership Conference on Transit Security
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER TWO** (Continued) | | | | | | | |
| | Lack of Ownership | | | | | | | |
| 2-45 | Understand rider needs | | | | | | | 10 |
| 2-46 | Develop frequent rider programs | | | | | | | 10 |
| 2-47 | Newsletters available | | | | | | | 10 |
| 2-48 | Educate drivers/cashiers to treat the riders as customers/point-of-contact sales | | | | | | | 10 |
| 2-49 | Signage "This is your system" | | | | | | | |
| 2-50 | Establish station communication system to alert passengers to travel status: possible delays, danger, weather, ect. | | | | | | | 10 |
| 2-51 | Emphasize people business, institute smart card/debit card | | | | | | | |
| 2-52 | Value added service-guarantee rides home | | | | | | | 10 |
| 2-53 | Name stations after community leaders | | | | | | | 10 |
| 2-54 | Bulletin boards with community news/events | | | | | | | 10 |
| 2-55 | Design stations to reflect neighborhood culture | | | | | | | 10 |
| 2-56 | Artwork designed locally, in schools/ neighborhoods | | | | | | | 10 |
| 2-57 | Promote events underground - get people in passenger appreciation days | | | | | | | 10 |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE (3)** | | | | | | | |
| | #1 Lack of Lighting/ Dimness - Facilities | + | + | + | + | + | - | |
| 3-1 | Add skylights | | | | | | | 4 |
| 3-2/3/4 | High intensity lights, increase wattage, increase lumens | | | | | | | 10 |
| 3-5 | Lighting fixture placement | | | | | | | 9 |
| 3-6 | Spot lights | | | | | | | 4 |
| 3-7 | Use light colored paint | | | | | | | 10 |
| 3-8 | Increase ceiling height | | | | | | | 2 |
| 3-9 | Use reflective material | | | | | | | 10 |
| 3-10 | Use translucent material | | | | | | | 4 |
| 3-11 | Minimize dark zones by design | | | | | | | 10 |
| 3-12 | Placement of facility (siting) | | | | | | | 10 |
| 3-13 | Operate only during daylight | | | | | | | 1 |
| 3-14 | Use lighted display cases | | | | | | | 8 |
| 3-15 | Use back-lighted ad panels | | | | | | | 8 |
| 3-16 | Do not enclose facility (See 11/12) | | | | | | | 10 |
| 3-17 | Patron activated lighting | | | | | | | 4 |
| 3-18 | Light wells for subsurface facilities (See 11/12) | | | | | | | 7 |
| 3-19 | Minimize walls/enclosure at bus shelters (See 11/12) | | | | | | | 10 |
| 3-20 | Use mirrors | | | | | | | 10 |

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| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #1 Lack of Lighting/ Dimness - Facilities | | | | | | | |
| 3-21 | Use lighted bus shelter | | | | | | | 8 |
| 3-22 | Site bus shelter under existing street light (See 11/12) | | | | | | | 10 |
| 3-23 | Bus shelter color | | | | | | | N/A |
| 3-24 | Choice of material for bus shelter (See 11/12) | | | | | | | 8 |
| 3-25 | Cooperation between government agency/utility company to improve area lighting | | | | | | | 9 |
| 3-26 | Use different color lighting to identify bus shelter (See 11/12) | | | | | | | 8 |
| 3-27 | Use solar powered lighting | | | | | | | 3 |
| 3-28 | Place lighting at various heights, foot/body/ head/overhead (See 5) | | | | | | | 9 |
| 3-29 | Use motion activated lights (See 17) | | | | | | | 4 |
| 3-30 | Colors of facility seating, walls and flooring (See 7/9) | | | | | | | 10 |
| 3-31 | Demolish exiting (non load-bearing walls) | | | | | | | 6 |
| 3-32 | Add windows where feasible | | | | | | | 2 |
| 3-33 | Use low height modular walls | | | | | | | N/A |
| 3-34 | Open up stairwells/stairways (See 31) | | | | | | | 6 |
| 3-35 | Add back-lit info signs (See 14/15) | | | | | | | 8 |
| | | | | | | | | |
| | | | | | | | | |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #2 Maintenance/Cleanliness | + | + | + | + | + | - | |
| 3-1 | Graffiti resistant finishes | | | | | | | 10 |
| 3-2 | Cleansing chemicals to remove graffiti (readily on hand) | | | | | | | 9 |
| 3-3 | Prioritize graffiti clean-up | | | | | | | 10 |
| 3-4 | Community action involvement for clean-up | | | | | | | 10 |
| 3-5 | Have perpetrator clean-up mess/restitution | | | | | | | 10 |
| 3-6 | Written maintenance standard plan (standard operating practice) | | | | | | | 8 |
| 3-7 | Proper fund allocation for maintenance (See Business Planning) | | | | | | | |
| 3-8 | Have more frequent inspections | | | | | | | 10 |
| 3-9 | Coordinate plan between maintenance transit police and courts (See 5/Business Plan) | | | | | | | 10 |
| 3-10 | Proper stocking of replacement items (See 2) | | | | | | | 9 |
| 3-11 | Proper maintenance staffing (See BP #7) | | | | | | | |
| 3-12 | Late night lock-down | | | | | | | 10 |
| 3-13 | Use offender community service | | | | | | | 10 |
| 3-14 | Publication of offenders and their punishment | | | | | | | 10 |
| 3-15 | Use building materials to minimize graffiti | | | | | | | 10 |
| 3-16 | Close/shut-down station take out of service | | | | | | | 6(7) |
| 3-17 | Use of murals | | | | | | | 9 |
| 3-18 | school programs (See 4) | | | | | | | 10 |

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| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #2 Maintenance/Cleanliness | | | | | | | |
| 3-19 | Provide more trash receptacles | | | | | | | 7 |
| 3-20 | Provide recycling bins | | | | | | | 6 |
| 3-21 | Anti-littering campaign | | | | | | | 10 |
| 3-22 | Eliminate public restrooms | | | | | | | 8 |
| 3-23 | Minimize "comfort" | | | | | | | 8 |
| | | | | | | | | |
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #3 Funding | - | 0 | + | + | 0 | | |
| 3-1 | Analyze real cost of facilities | | | | | | | 8 |
| 3-2 | Analyze real cost of equipment | | | | | | | 8 |
| 3-3 | Analyze real cost of resources | | | | | | | 8 |
| 3-4 | Analyze real cost of security program | | | | | | | 8 |
| 3-5 | Develop a proper justified financial plan | | | | | | | 8 |
| 3-6 | Seek other sources of funds | | | | | | | 9 |
| 3-7 | Cooperative funding (See 6) | | | | | | | 9 |
| 3-8 | Build/design low cost maintenance facilities (See Maintenance) | | | | | | | |
| 3-9 | Incorporate into agency Building Plan (BP) | | | | | | | |
| 3-10 | Use of contracting-out services and facilities | | | | | | | 7 |

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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #3 Funding | - | 0 | + | + | 0 | | |
| 3-11 | Labor contract review for cost savings | | | | | | | 8 |
| 3-12 | Dedicated security funding | | | | | | | 9 |
| 3-13 | Provision for vendor spaces | | | | | | | See 6 |
| 3-14 | Increase fares | | | | | | | See 6 |
| 3-15 | Decrease staff | | | | | | | 1 |
| 3-16 | Special fund raising events for specific security issues | | | | | | | 9 |
| 3-17 | Adopt-a-bus program (See 9) | | | | | | | 9 |
| 3-18 | Adopt-a-train (See 6) | | | | | | | 9 |
| 3-19 | Adaptive use of facilities use of other functions | | | | | | | |
| 3-20 | Increase film maker's fees for security purposes (See 6) | | | | | | | 9 |
| 3-21 | Promote use of right-of-ways for other utilities (See 6) | | | | | | | 9 |
| 3-22 | Selling commercial space on communication towers (See 6) | | | | | | | |
| 3-23 | Rent air rights (See 6) | | | | | | | |
| 3-24 | More joint procurement of equipment, facilities and services | | | | | | | 7 |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #4 Lack of Security Input Into Design of Facilities (new/old) and Equipment (security/ communication/rolling stock) | + | + | + | + | + | + | |
| 3-1 | New operating procedures to ensure security involvement | | | | | | | 10 |
| 3-2 | Proactive advertising with design community | | | | | | | 9 |
| 3-3 | Security personnel on design and review teams | | | | | | | 10 |
| 3-4 | Conduct security surveys - internal and external | | | | | | | 10 |
| 3-5 | Create design standards and make available | | | | | | | 10 |
| 3-6 | Share information | | | | | | | 10 |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #5 Electronic Equipment | + | + | + | + | + | | |
| 3-1 | Use state-of-the-art equipment | | | | | | | 9 |
| 3-2 | Retrofit/change-out old equipment | | | | | | | 9 |
| 3-3 | Properly maintain existing equipment | | | | | | | 9 |
| 3-4 | Provide (add) emergency call boxes | | | | | | | 9 |
| 3-5 | Use CCTV- real time verses lapses | | | | | | | 9 |
| 3-6 | Add electronic fare collection machines | | | | | | | 9 |
| 3-7 | Add public telephones | | | | | | | 9 |
| 3-8 | Use ticket vending machines (See 6) | | | | | | | 9 |
| 3-9 | Ensure proper cable plant (11/12 design concept) | | | | | | | 9 |
| 3-10 | Use two-way radio system (rolling stock, maintenance, police, etc. numerous frequencies) | | | | | | | 9 |
| 3-11 | Police car computers and notepads | | | | | | | 9 |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #6 On Board Vehicle Security | + | + | + | + | + | | |
| 3-1 | Radio system | | | | | | | 9 |
| 3-2 | Enclose bus driver | | | | | | | 4 |
| 3-3 | Emergency "panic" button | | | | | | | 9 |
| 3-4 | Automate vehicle colater system (available) | | | | | | | 10 |
| 3-5 | Exterior danger light | | | | | | | 9 |
| 3-6 | On-board surveillance camera | | | | | | | 9 |
| 3-7 | Fake cameras | | | | | | | 9 |
| 3-8 | Local police ride-a-long program | | | | | | | 10 |
| 3-9 | Transit police ride-a-long program (transit cops on patrol) | | | | | | | 10 |
| 3-10 | Issue mace to driver | | | | | | | 1 |
| 3-11 | Issue firearm to driver | | | | | | | -1 |
| 3-12 | Make driver police officer | | | | | | | 1 |
| 3-13 | Use cellular phones | | | | | | | |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #7 Vastness of System | - | + | 0 | + | + | | |
| 3-1 | Better planning | | | | | | | 10 |
| 3-2 | Remote surveillance | | | | | | | 10 |
| 3-3 | Local partnerships | | | | | | | 10 |
| 3-4 | Physical patrol | | | | | | | 10 |
| 3-5 | Fewer stations | | | | | | | 10 |
| 3-6 | Fewer ingress/egress | | | | | | | 10 |
| 3-7 | Use of security versus police | | | | | | | 10 |
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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #8 Parking Lots/Garage | + | + | + | + | ± | | |
| 3-1 | Increase lighting | | | | | | | |
| 3-2 | Minimize landscaping (bushes/shrubs) | | | | | | | 10 |
| 3-3 | Increase security | | | | | | | 8 |
| 3-4 | Control ingress/egress | | | | | | | 8 |
| 3-5 | Enclose perimeter | | | | | | | 8 |
| 3-6 | Electronic surveillance | | | | | | | |
| 3-7 | Emergency Call Boxes | | | | | | | |
| 3-8 | Late night/early morning lock-down | | | | | | | |
| 3-9 | Closer monitoring of inventory | | | | | | | 8 |
| 3-10 | Charge a fee | | | | | | | |
| 3-11 | Restrict usage (no overnight parking - clearly sign policies) | | | | | | | 10 |
| 3-12 | "Open" Garage (11/12) | | | | | | | |
| 3-13 | Improve line of sight (mirrors/open stairwells "glass" elevators, etc) 11/12 | | | | | | | |
| 3-14 | Increase security personnel (management issue) | | | | | | | 8 |
| 3-15 | Physical alarm - audio/visual | | | | | | | 10 |
| 3-16 | Avoid where feasible | | | | | | | 2 |
| | | | | | | | | |
| | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER THREE** (Continued) | | | | | | | |
| | #10 Business Planning | + | + | + | + | + | | |
| 3-1 | Security presence on planning team | | | | | | | 10 |
| 3-2 | Establish security standards | | | | | | | 10 |
| 3-3 | Security input to design | | | | | | | 10 |
| 3-4 | Written procedures | | | | | | | 10 |
| 3-5 | Establish cost of plan | | | | | | | 10 |
| 3-6 | Outside security consultants | | | | | | | 8 |
| 3-7 | Customer input | | | | | | | 10 |
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| PROJECT: | National Leadership Conference on Transit Security |
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| LOCATION: | Philadelphia, PA |
| CLIENT: | SEPTA |
| DATE: | March 13 -14, 1995 |
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# CREATIVE PHASE

## CREATIVE IDEA LISTING

# JUDGMENT PHASE

## IDEA EVALUATION

| NO. | CREATIVE IDEA | EVALUATION CRITERIA A | B | C | D | E | F | IDEA RATING |
|---|---|---|---|---|---|---|---|---|
| | **TEAM NUMBER FOUR** | | | | | | | |
| | #1 Clarify Security Mission | + | + | + | + | + | | |
| 4-1 | Develop a security mission statement | | | | | | | 10 |
| 4-2 | Share FTA's strategic plan, vision, Strategy Number 1 | | | | | | | 8 |
| 4-3 | Include security in every job description | | | | | | | 10 |
| 4-4 | Include employees in front end of mission statement | | | | | | | 10 |
| 4-5 | Analyze existing data (needs assessment) | + | + | + | + | + | | 10 |
| 4-6 | Obtain input from other security operations | | | | | | | 8 |
| 4-7 | Market need for security to stakeholders | | | | | | | 7 |
| 4-8 | Get buy-in from labor organizations | | | | | | | See 4.4 |
| 4-9 | Get buy-in from management | | | | | | | See 4.4 |
| 4-10 | Get buy-in from stakeholders | | | | | | | See 4.4 |
| 4-11 | Market the idea (Mission Statement) | | | | | | | See 4.4 |
| 4-12 | Identify security elements in every job function | | | | | | | See 4.3 |
| 4-13 | Develop and implement system security program plan | | | | | | | 10 |
| 4-14 | Show relationship of security to other organizational priorities | | | | | | | 10 |
| 4-15 | Include security in risk management program | | | | | | | 10 |
| 4-16 | Emphasize security in advertising | | | | | | | 7 |
| 4-17 | Provide periodic reports to employees | | | | | | | |
| 4-18 | Provide employee means to communicate security concerns/issues | | | | | | | |

Rating Criteria: A = Technically Feasible, B = Measurable, C = Customer Friendly, D = Addresses Needs, E = Cost Effectiveness
Evaluation Criteria: + = Improvement Over Existing Plan, O = No Change From Existing Plan, - = Not As Good As Existing Plan
Idea Rating Scale: 1 = Least Likely to be Developed, 2 → 9 = Varying Degree of Potential Development, 10 = Most likely to be Developed, DS = Design Suggestion

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| | **TEAM NUMBER FOUR** (Continued) | | | | | | | |
| 4-19 | Publicly reward public/employees for positive results in security | | | | | | | 10 See 4.33 |
| 4-20 | Update mission periodically to reflect changes in environment | | | | | | | See 4.1 |
| 4-21 | Develop clear security goals and objectives for the short and long term | | | | | | | See 4.13 |
| 4-22 | Establish security procedures | | | | | | | See 4.13 |
| 4-23 | Keep it simple and timeless | | | | | | | See 4.1 |
| 4-24 | Define partnership between transit system and community | | | | | | | 10 |
| 4-25 | Make employees responsible for security | | | | | | | See 4.3 |
| 4-26 | Hold responsible for security | | | | | | | See 4.3 |
| 4-27 | Encourage stakeholders to take responsibility for security | | | | | | | 10 |
| 4-28 | Encourage neighborhood coalitions to take responsibility for security | | | | | | | 10 |
| 4-29 | Encourage church coalitions to take responsibility for security | | | | | | | 10 |
| 4-30 | Encourage school coalitions to take responsibility for security | | | | | | | 10 |
| 4-31 | Encourage civic coalitions to take responsibility for security | | | | | | | 10 |
| 4-32 | Provide examples of success stories of how groups collaborated and took ownership | | | | | | | See 4.19 |
| 4-33 | Develop tailored communications programs (newsletters) | | | | | | | 10 |
| 4-34 | Solicit prominent voices to get the message out | | | | | | | See 4.33 |
| 4-35 | Empower employees | | | | | | | See 4.3 |
| 4-36 | Encourage ridership on train by community | | | | | | | 3 |

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| | **TEAM NUMBER FOUR** (Continued) | | | | | | | |
| 4-37 | Provide system of recognition and reward | | | | | | | 10 |
| 4-38 | Create ridership teams - operators, cops, maintenance, etc. | | | | | | | 10 |
| 4-39 | Route survey | | | | | | | See 4.5 |
| 4-40 | Speakers bureaus | | | | | | | See 4.33 |
| 4-41 | Ownership promotions (adopt-a-stop) | | | | | | | See 4.27 |
| 4-42 | Familiarize judges with transit system and its problems | | | | | | | 10 |
| 4-43 | Familiarize employees with transit system and problems | | | | | | | 7 |
| 4-44 | Enhance employee security | | | | | | | 7 |
| 4-45 | Emphasize personal benefits | | | | | | | 7 |
| 4-46 | "What's in it for me?" | | | | | | | 7 |
| 4-47 | Contingency planning (involve employees) | | | | | | | See 4.13 |
| 4-48 | "How much it will cost if you don't?" | | | | | | | 2 |
| 4-49 | Give people a role to play | | | | | | | See 4.3 |
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| | **TEAM NUMBER FOUR** | | | | | | | |
| | #2 Develop/Improve Security Training | | | | | | | |
| 4-50 | Include security training with operations and maintenance training for all employees | | | | | | | 10 |
| 4-51 | Get employee input on training needs | | | | | | | 10 |
| 4-52 | Analyze past data for trends | | | | | | | 10 |
| 4-53 | Get specialists for training not human relations person | | | | | | | 9 |
| 4-54 | Provide field experience (hands on training) | | | | | | | 9 |
| 4-55 | Conduct simulation drills | | | | | | | 9 |
| 4-56 | Problem oriented training | | | | | | | |
| 4-57 | Teach employees new skills, refresher training | | | | | | | 9 |
| 4-58 | Enhance technical training | | | | | | | 9 |
| 4-59 | Properly debrief/coach on incidents | | | | | | | 10 |
| 4-60 | Develop next line of managers | | | | | | | See 4.57 |
| 4-61 | System to evaluate training effectiveness | + | + | + | + | + | | 10 |
| 4-62 | Include updates on security missions, partnerships | | | | | | | See 4.57 |
| 4-63 | Share incident critiques; point out mistakes/ opportunities | | | | | | | See 4.59 |
| 4-64 | Send/cross-train employees to other agencies | + | + | + | + | 0 | | 7 |
| 4-65 | Use line platform training (cops train cops) | | | | | | | 8 |
| 4-66 | Provide reference manuals | | | | | | | See 4.57 |
| 4-67 | Provide on-going certification process | | | | | | | See 4.57 |

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| | **TEAM NUMBER FOUR** (Continued) | | | | | | | |
| 4-68 | Provide standards for accreditation | | | | | | | See 4.57 |
| 4-69 | Educate the public | | | | | | | |
| 4-70 | Insure external partners trained on internal procedures | | | | | | | See 4.55 |
| 4-71 | Anticipate problems | | | | | | | |
| 4-72 | Make * usable in organization | | | | | | | |
| 4-73 | Focus groups/surveys | | | | | | | See 4.51 |
| 4-74 | Risk analysis/security assessments | | | | | | | |
| 4-75 | Critique and evaluate transit program | | | | | | | |
| 4-76 | Periodically test the system | | | | | | | See 4.55 |
| 4-77 | Survey (pre and post) of security effectiveness | | | | | | | |
| 4-78 | Statistic evaluation | | | | | | | |
| 4-79 | Incident evaluation | | | | | | | |
| 4-80 | Measure public perception | | | | | | | |
| 4-81 | Outside peer review | | | | | | | |
| 4-82 | Relate to measurable costs | + | + | 0 | 0 | 0 | | |
| 4-83 | Identify benchmarks | | | | | | | |
| 4-84 | Implement solutions from benchmarks | | | | | | | |
| 4-85 | Focus groups | | | | | | | |
| 4-86 | Ridership increase/decrease | | | | | | | |
| 4-87 | Survey employee morale | | | | | | | |

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